

CONCORDIA

UNIVERSITY MAGAZINE

June/July 1983



Can We Stop The State?

— PAGE 23

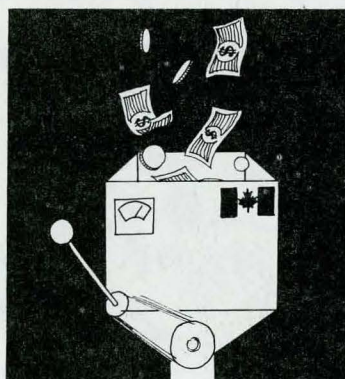
CONCORDIA

UNIVERSITY MAGAZINE

C O N T E N T S

Volume 6, Number 3

June/July 1983



- 9 Making success of failure**
Alumni tutors help kids find the compensating skills
- 12 Recovery is around some corner**
There will be another wave of bankruptcies before things get better
- 14 The education of Mike McManus**
The former priest, and alumnus, now spreads the gospel of ETV
- 19 Our very own Mr. Goodwrench**
Ste-Thérèse GM plant manager André Brien (BCom '62) is tour guide on a journey through the automotive world.

Inside Concordia

- 23 Is the state beyond our control?**
Even Mrs. Thatcher can't get a handle on it
- 26 Community intervention**
Assisting Cree is reordering their agenda
- 27 The bugs in technology transfer**
Trying to find out why our technology stumbles abroad
- 28 Needles and minorities**
How language groups behave and how to behave with needles
- 29 Demographic ups and downs**
Mr. Oughtred said things Dr. Breen would like to correct

-
- 3 Gazette:** The story behind the burnt out staircase; a new alumni director; the departing Joan Richardson-Flynn; memories of Sir George High
- 4 Decarie:** On rising to bureaucratic occasions
- 6 Obituary:** Accountancy Professor James Finnie
- 7 CampaignNews:** Latest developments in Concordia's \$25m campaign
- 15 Alumni Post:** News — and lots of it — from the scattered
- 31 In Print:** News from the world of textbook publishing
-

Burnt out Staircase

LIKE MANY ARTISTS, Tom Dean refuses to spell it out. When he talks about his Floating Staircase that graced/plagued Toronto Harbour — Torontonians are divided on the question — Dean dwells on man's inattention to the vertical, anti-Babel monuments, and nature's self-fulfilling compulsion toward the upright.

But exactly why the 1970 BFA graduate built his staircase is something he'll leave to your imagination. In 1978, Dean built a massive floating staircase of wood mounted on oil drums, and anchored it in the harbour. Three years later, he poured gasoline over his creation and torched it.

Last March, the charred remains went on exhibition at Toronto's Mercer-Union Gallery — along with copies of his lively correspondence with the authorities, and a 22-minute video chronicling the staircase saga.

Dean, 35, is now on leave of absence from the Ontario College of Art (OCA). (He was a fine arts instructor at Concordia in 1975-76). He has just moved into a studio-cum-lodging loft in an abandoned warehouse right by the tracks in lower Toronto. He's a tall, lithe figure, sandy haired, and usually softspoken. But he took a beating at the hands of Toronto art critics who accused him of being a publicity hound, and Dean isn't above dishing it back.

"The critics were pathetic," he says. "They were wrong — I'm sure the guy from the **Toronto Star** never saw the video before writing his review. It was completely prejudiced."

The story really begins in 1978 with a little idea that just had to get bigger. With bits and pieces, Dean spent most of his time assembling the sculpture. Today, he confesses there were times when he felt a sense of "utter despair and foolishness."

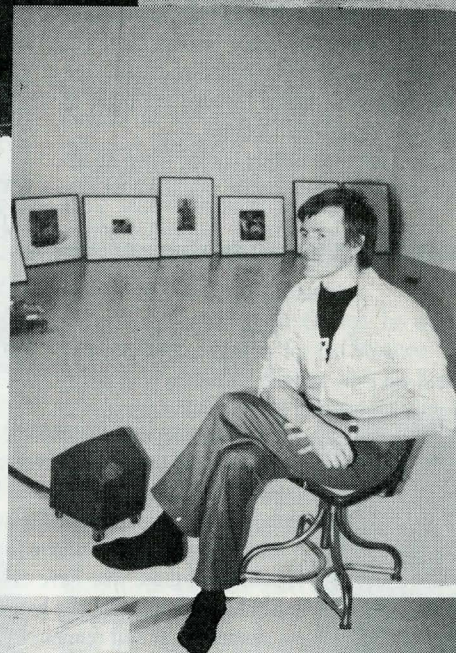
He worked on it over the winter, ending up with this: a 24-foot square base supporting 29 steps which rose to a height of 20 feet. The hollow but enclosed staircase rested on 56 empty oil drums. It all weighed five tons. Recalling the building period, he says he knew he had created a nemesis and even then looked forward to the day when he would burn it.

Finally, he painted the entire structure with dots. It was now a speckled floating staircase... an eye-popping piece of chutzpah, the likes of which had never entered Toronto's harbour of pleasure craft and commercial vessels.

He launched it with the aid of a crane and anchored it where it could be seen by all. It bobbed curiously. It was a fine spot for a picnic or a party. Kids loved to dive off it. It provided a striking setting for fashion photography, and he got lots of



Before and After: Artist Tom Dean set fire to his speckled staircase after a series of losing battles with Toronto Harbour authorities. The charred remains, along with the angry letters chronicling Dean's battle with the bureaucrats, went on show at Toronto's Mercer-Union Gallery.



media coverage — all of the "isn't he a crazy guy" variety. He printed postcards of it.

One windy night it slipped its moorings and attacked a tugboat, fortunately sustaining no damage. But repairs were needed to the staircase, as boards fell off in storms, or vandals struck. It all cost money; for a while he was teaching at OCA and delivering pizzas just to keep his staircase afloat.

"It was starting to oppress its creator," he says.

So was his mail. His correspondence file includes letters from the Canada Council (no grant, chum); Texaco (first an okay to store in a warehouse then a refusal); Redpath Sugar (no, he couldn't use their premises); and several from the Toronto Harbour Commission warning him to watch it.

He was beginning to weary when a letter arrived from Parks Canada saying his art would be

Continued ►

► Continued

welcome, and could find a permanent home, at Dow's Lake in Ottawa.

All he had to do was get it there.

Overjoyed at this development, he set out to modify the staircase for the trip down the St. Lawrence and up the Ottawa. He built living quarters inside and installed two outboard motors at the stern.

Before setting off to Ottawa, Dean and his staircase were summoned to a farewell party at the decaying but with-it, lakefront Palais Royal. Some time during the revelry, the floating paragon of "stately and ponderous grace (unless there's a wind)" was cut adrift. Dean ended up chasing the runaway, swimming naked through the night in the frigid waters of Lake Ontario.

His enthusiasm was further cooled when he added it all up and realized that he would not be able

to reach Ottawa that fall, for several technical reasons. That was the last straw, and out came the matches.

"Part of an artist's dilemma is that he must figure out where to bury the corpses of his old works," Dean says. "Only an idiot would endure this a moment longer."

So on November 16, 1981, it went up in smoke. Dean and several friends salvaged the remains for posterity. Now a New York dealer is interested — and there's a chance the charcoals may go on tour.

Tom Dean has taken up painting.

Does he plan any more conceptual development? "I won't do anything unless it's well financed or has a place," he says.

—ERIC JOHNSON

Mag and Joan Off to B.C.

WHEN JOAN RICHARDSON-FLYNN announced she was to quit her post as assistant dean of students in June, the news zapped around the university's two campuses like electric current. Her move had brought down the curtain on an era that spanned — with her husband, former dean Mag Flynn, before her — nearly four decades.

The couple had decided to move to British Columbia where a house was purchased three years ago. After commuting to that province each summer since then, they have already picked up bits of local nuance. Said Mag before leaving, "There are 70 grads at last count on the island." While all aglow with his numbers, he was forgetting he

Graeme Decarie

The rise of bureaucracy requires rising to the occasion



DID YOU EVER hear the one about the bureaucrat whose form wasn't filled out? Well, never mind. It really isn't funny. It's the sort of joke that appeals to those who need someone to sneer at for evidence of their own superiority. Academics and other social pubescents love that sort of thing. It's the obvious humour of those who have everything in common with the Klu Klux Klan except the honesty to wear sheets.

Somehow, it's all reminiscent of middle class kids of the sixties. Remember how they used to wear torn jeans to advertise their rejection of the square society? And how they used to protest against the stupidity of cops? They bought their expensive jeans (extra for fading and patching) with money earned by their square parents. And they relied on the stupid cops to protect them from working class kids who would have wiped their pampered bottoms in the streets. They couldn't have survived without the things they sneered at.

Then there was Thoreau who wrote *Walden Pond*. In it, he tells how he fled the evils of industrial society to live in bucolic solitude, to, like, you know, get back to nature. While there, he cut down trees with an axe made possible by the factories he despised, wrote a book about it on factory-made paper, and had it distributed by a big city publisher. Oh, yes, and his mother visited him every day to bring him cookies; but I'm sure they were home-made. Since then, generations of urban readers have thrilled to Thoreau's inspiring account of the self-reliant and simple life. Well, maybe he was right. Maybe urban living does soften the head.

The fact is that we need many of the things we affect to despise. And among those things are bureaucrats.

Oh, sure, bureaucrats can be pretty unimaginative. But they're supposed to be. A bureaucrat is a sort of a primitive computer. You feed one with information, and out comes an absolutely consistent and predictable response. Just as a computer is bound by information at one end and a program at the other, so a bureaucrat is bound by information at one end and

regulations at the other. Life would be one hell of a mess if it were any other way.

Take Concordia bureaucracy, for example. Concordia University has many thousands of students registered in more thousands of courses. Every year, hundreds of those students miss deadlines, exams, or even whole courses due to ailing relatives, floods, or venomous snake bites. Some of the reasons are genuine, but some — well, when I was a student at Sir George, I had an aged ancestor whose pathetic illness was recycled many times over the years. Can you imagine the chaos if bureaucrats were permitted to make individual and arbitrary decisions in these cases? Can you imagine the understanding and detective training they would need? What a wonderful world that would be for goof-off artists like me!

No, it isn't the bureaucrats who are the problem. It's the rest of us!

What it is, you see, is that a healthy society is a society in tension. A healthy society needs people who enforce rules. And it needs people who break them creatively. It needs rulers and it needs rebels. Martin Luther was quite possibly the best thing that ever happened to the Roman Catholic church. He revitalized it when revitalization was badly needed. No Luther, no Loyola. In the same way, Karl what's-his-name gave a crumbling capitalist system a new lease on life. Ronald Reagan may well have saved Marxism, in its turn, just when it seemed to be disappearing into its own, self-righteous navel.

Tension, that's the answer. Don't complain about bureaucrats; treasure them. Respect them, but figure out ways around their rules. Look for loopholes. Lie. Fill out information forms wrongly. If the bureaucracy is right on legal grounds, go to the media on trumped-up moral ones.

The bureaucrats do their job as they should do it. Just make sure that you do yours.

wasn't talking to a local anymore: "Sorry, I mean Vancouver Island."

The time was right for leaving, Joan said, for many reasons, and all of them personal. "It will be a new beginning for us."

She arrived at Sir George when it was closer to the aims of the YMCA than it was to the conventions of a modern university; in the days when there were such curious things as YMCA secretaryship and YMCA fellowship courses dotted here and there in the calendar. (A fight had recently been waged and won to have words about the YMCA's affiliation scratched from the institution's diplomas and degrees.)

"I started part-time in 1959. I was a fellowship student and one of the requirements in those days was that you had to spend 24 hours a week working in a branch of the YMCA," Joan said. At one point she was stationed at the International Y on Park Avenue where she worked with neighbourhood kids. "Then an opportunity came up in student affairs at Sir George (which was still part of the Downtown Y) and in 1964, I began working full-time."

After nearly a quarter century in the place, there are many memories. Her fondest was watching a one-man student service operation grow into a professional team ready to troubleshoot its way through almost any problem a student could come up with. "It may sound boring to say this, but I was proud to see the impact student services made on life at the university," she said. "I felt very much part of that."

Joan Richardson felt especially proud of the kind of operation she and her colleagues passed on to the new university when merger created Concordia. On a personal level, she was pleased with her trailblazing role as a woman, moving from junior assistant to assistant dean in an institution that was once as male dominated as the words Young Men's Christian Association suggested. "There were very few women around to act as role models. The university wasn't very open to giving women a shot at things in those days."

Her pioneering as a woman in a male world was carried out on two fronts. She also became the first woman president of the Association of Alumni of Sir George Williams, a post she now leaves to recently elected former president Stephen Huza. Joan was herself just elected a founding vice president of the new Concordia University Alumni Association at its meeting in May. "I think graduates have a more important role to play in university governance," she said on that point. "That's been changing in the last five or so years, but more has to be done. It has to be recognized that the university needs the grads as much as they need the university."

And what about her own future? "I'm thinking about being a full-time student," she said. "Perhaps in something like a masters program in public administration — if they [the University of Victoria] will accept me," she said with what Mag

later insisted was a needless qualification. "I was never a raving genius at school." ("That's nonsense — she was a straight A student," grumbled Mag.)

Her academic goals have nothing to do with anything especially practical. "I have always been interested in the field just from the point of view of learning about it. I think it does you good to do something for its intrinsic value, and not always get caught up in practical results."

The world of the student isn't as remote as the early 1960s when she earned her BA. Joan has busied herself with the odd continuing education course over the years at Concordia. There were all



Mag and Joan: The bags were already packed.

sorts of odd things she took to studying, tourism and hotel administration among them.

Mag had been sorting and resorting his golf clubs waiting for the move. "You bet the time's right," he answered a question at one point. The couple spent years scouting the land for the ideal patch to retire to. "Coast to coast," Mag said. They settled on the west coast after considering things like climate and the fact that so many friends had already landed up there. Many of those friends are grads, of course, and both intend to remain active in alumni work.

The former dean of students wanted to get in his opinion on his wife's career before leaving town. "When you get right down to it, her biggest asset was her honesty." People looked up to Joan because she was straight with them, Mag added.

While her husband might be cited for not being in a position to be unequivocally objective, the statement is borne out by her wide reputation for

being very resourceful when one needed help. "Don't mess around with the bureaucracy," people advised one another over problems. "Go to Joan."

Indeed Joan Richardson was one of those who could say "people are important" and get away with it because she actually meant something by it.

Alumni Get A New Director

GARY RICHARDS, for the last four years executive director of McGill's Graduate Society, becomes executive director of Concordia Alumni July 1.

His association with the institution goes back to 1963 when Richards enrolled in Sir George Williams Evening High School. After graduating, he went on to SGWU as an evening student and earned a BA in Canadian history.

During his years at Sir George, he worked as public relations director for the Montreal YMCA.

The new executive director says his first order of business will be getting to know the place again, especially Loyola, and the post merger history of the university.

Establishing a new Concordia Alumni Association is a major objective. Richards says he plans to do this by building on Loyola and Sir George strengths in ways that meet the goals of young and old graduates alike. "I want to see how we can extend our chapter network," Richards explains. "Chances are there are graduates in smaller centres that within the context of either Sir George or Loyola don't have enough graduates to create viable chapters."

"What I hope to do is set up the machinery that will bring graduates together and make that kind of situation preventable," he says.

By Richards' definition, a viable chapter has to have enough members to make social activities self-financing. "In my experience, around 50," he says. "That's about the number of people required to make chapter activities work well." Some of those activities will include, besides the revelry of frequent get-togethers, volunteer projects such as fund-raising phonothons and student recruitment.

Richards also says he wants to establish a class officers program — first with currently graduating classes, and then, with earlier classes. The plan involves signing up a nucleus of students who will be responsible for staying in touch with their fellow graduates over the years and who will stand at the ready when reunions and other activities have to be organized. "They will be important in expanding the alumni magazine's class note section," Richards says, citing one benefit.

The new director will age quickly in his new job. Richards turns 42 within a week of his appointment.

Continued ►



Gary Richards: Writing new chapters.

► Continued

Prior to working at McGill, Richards spent seven years at Bishop's University where at various times he was responsible for alumni, recruiting and fundraising activities. During his stay on the Lennoxville campus, he worked for the 1976 Olympic Games organization as head of the Sherbrooke press bureau. He also handled media relations for the Quebec Games in Sherbrooke the following year.

Before entering university work, Richards served as an information officer for Information Canada, and during a three year break in his high school studies, as a communications clerk for the Royal Canadian Navy. He is a native of Sherbrooke.

As executive director, Richards will report to the rector.

Memories of SGW High

ONE OF THE GREAT things about Sir George Williams Evening High School, or so I thought before actually setting foot in the place, was its escape value: I wouldn't have to endure the drudges I had at the High School of Montreal.

Away from it all, I chirped — until the opening bell for English class was sounded. Who should wheel into the room but my former high school English teacher! There was nothing *former* about him. He was still here, tracking me down.

As the days wore on, other familiar faces loomed and soon the obvious stopped eluding me. They were moonlighting, but in that role they also ceased to be drudges. Perhaps it was the mostly adult crowd, perhaps the informal, slightly ramshackle setting; but whatever it was, teachers were different in that Sir George environment: interested (because, I suspect, the students chose to be there), engaging, sometimes combative and punch-drunk after a long day, and often fun.

The other great thing, really the more impor-

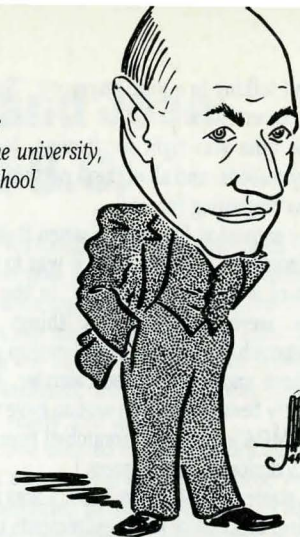
tant, was that the high school allowed you to take a job and still hold out the hope of finishing the program and go on to university. This was true for older students and aging teenagers like me who sought some independence, and the first opportunity of leaving the nest.

These and other possibilities will not be available at Sir George after August 31 when the high school and the business school close for good. Declining enrolment and financial problems, among them the YMCA's decision not to renew its comparatively inexpensive lease, forced the decision at a recent meeting of Concordia's Board of Governors.

Current enrolment in both schools is 500, well down from the 3000 enrolled in the 1950s when Sir George Williams ran five schools. The schools of Art and Retailing, and a grammar school, closed earlier.

The schools grew out of the first educational operations of the Montreal Y in the 1870s when courses were offered in French, shorthand, arithmetic and typing. Courses in sciences were offered too, and among the early lecturers were Dr. (later Sir) William Osler, and geologist William Dawson, after whom Dawson College is named. Dawson had actually come on church business,

Henry Hall:
popular in the university,
and in the school
before it.



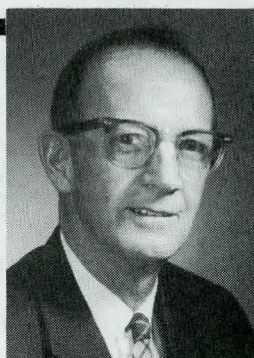
lecturing in the Y's original Bible School.

The closing affects 25 part-time teachers. Full-time employees will continue to work in other areas of the university—itsself an outgrowth of Sir George High.

—JMCC

What did the Sir George schools mean to you? If you have memories or thoughts you would like to share with readers, please write: Editor, Concordia University Magazine, 1455 de Maisonneuve West, Montreal H3G 1M8.

James Finnie



JAMES FINNIE, a longtime member of the university's accountancy department until he retired in 1975, died April 12 following a heart attack. He had maintained links with Concordia right up to his death, as an instructor in accounting at the Sir George Williams Business School. He was also active in alumni affairs and fund-raising for scholarships.

Finnie was born in Glasgow in 1909 and came to Canada in the 1930s. He lost a leg in a train accident in Ontario shortly after coming to Canada. The tragedy signalled the beginning of his lifetime association with the University, according to his old friend and associate Norman Manson, who remains on the staff of the Business School.

He had come to Montreal and to the YMCA for occupational training. He enrolled in the Y's Business School and earned a certificate in accounting. Soon after, he was an instructor on the school staff, and a student in Sir George Williams College where he earned a commerce degree.

After graduating, he joined the faculty of the college.

When the Second World War came, he tried to enlist but was turned away because of his handicap. Finnie decided the least he could do was to give blood, a practice he took up with such enthusiasm that he was cited by the government for his contribution to the war effort.

He was awarded his Certified General Accountant's diploma in 1945, and the following year took his B. Sc. (Com.). Later he went to McGill and studied for his Certified Accountant's diploma, which he was awarded in 1952.

Jim Finnie was active in various professional associations across the country and devoted his energies to fine-tuning the educational side of the accounting profession. He was appointed chairman of accountancy in 1963. Then vice-principal Doug Clarke called the appointment "long overdue recognition to Professor Finnie's service to education." When he retired, the university awarded him an honorary PhD.

Besides teaching, Finnie was a consultant and he maintained his consulting practice after formally leaving the university. He was a Mason and also active in church matters, as an elder of St. Andrew's and St. Paul's Presbyterian Church.

James Finnie is survived by his wife Catherine and two daughters, Katherine Jean and Betty.

"He was a pleasant person to be with," recalls Norman Manson. "He had his serious side, but he was always ready with a joke."

Report of the Concordia Capital Campaign

Capital Campaign Steering Committee

National Chairman
William W. Stinson

Honorary Chairman
A. Jean de Grandpré

Honorary Treasurer
M. Brian Mulroney

National Vice-Chairman
Claude I. Taylor
Major Corporate Division

Vice-Chairmen

G. Drummond Birks
Special Names

Maurice J. Bourgault

Peter Bronfman

Peter A. Howlett
National Alumni

Pierre Laurin

Norman McDonald
Public Relations

Robert Y. McGregor
National Individual Gifts

Cameron Nish
University Community

Ronald T. Riley
National Foundations

James H. Smith
Corporate Division

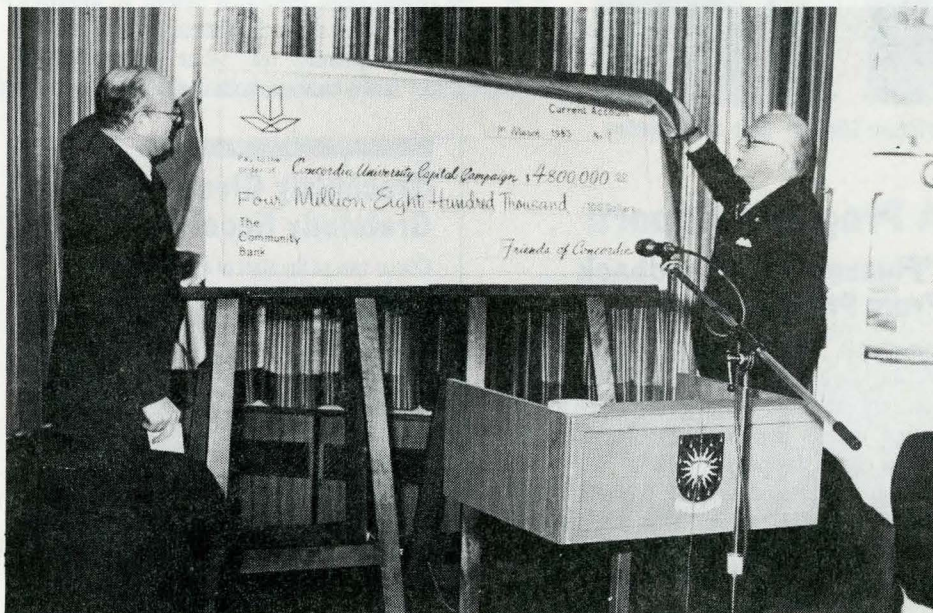
Ex-officio Members

Chancellor of the University
W. Earle McLaughlin

Chairman, Board of Governors
Donald W. McNaughton

Rector and Vice-Chancellor
John W. O'Brien

Campaign Director
Joseph J. Berlettano



AND THEY'RE OFF: Honorary Chairman Jean de Grandpré, left, and Chancellor W. Earle McLaughlin throw up the curtain to launch Concordia's first Capital Campaign. The cheque, marking the opening of the drive, is for \$4.8 million, representing nearly a fifth of the \$25 million Concordia hopes to raise.

The Search For \$25 M. Begins Amid Optimism

THE CAPITAL CAMPAIGN — the university's first — was launched at a morning press conference March 1. Canadian Pacific President William Stinson, national chairman, said he was confident the campaign target of \$25 million would be reached.

He said the university's needs were "real

necessities" after considering them himself "with the jaundiced eyes of a businessman". The money is needed for a new library centre, theatre, music, engineering and other facilities, and to support a variety of academic activities.

Rector John O'Brien told the gathering that the projects merited community support and that, in asking the government for an additional \$20 million, he was making it an offer "they can't afford to refuse". Compared to the millions of dollars the government spends on rental charges — the Norris Building alone costs \$1 million annually — money spent on building the university its own facilities became a sensible and cost effective alternative.

The Rector said actual construction would begin within a year of government approval.

At the meeting Chancellor McLaughlin urged the public to support Concordia's plans. "Concordia is one of the largest universities in Canada, not just in size, but also in the quality and innovation it offers to students."

Bell Canada Chairman Jean de Grandpré, the campaign's honorary chairman, said Montreal's business community had benefitted greatly from Concordia's role in the past, and that the campaign deserved wide support.

Cites Opportunity to Repay Debt to Concordia

IN A MARCH editorial, *The Gazette* urged its readers to support Concordia's efforts to raise \$25 million to build library and other needed facilities. "The project is a worthy one, vital to the university and to the community as a whole," the editorial said.

"Concordia has long served the community in imaginative ways, most notably in offering degree programs at night and for mature students lacking the qualifications demanded by more traditional universities. Montreal, Quebec and indeed the world have benefitted from the talents of men and women who might never have received university educations had it not been for Concordia. The campaign gives the community a chance to help repay the debt."



William Stinson: Keep up momentum

A Progress Report: "Pleased With Feedback From Prospects"

MUCH HAS HAPPENED since Chancellor Earle McLaughlin and Bell Canada's Jean de Grandpré, honorary chairman, raised the curtain on the \$4.8 million cheque that launched Concordia's \$25 million capital campaign March 1.

"I am very pleased with the progress we have made," National Chairman William Stinson says. The Canadian Pacific president is particularly pleased with response from the media: "We have received good coverage and we are getting positive feedback from our prospects."

Stinson describes early response to his own advance canvassing of major donors as "gratifying".

Campaign media coverage was widespread. All major electronic outlets, and newspapers — both daily and weekly — gave the launch wide play. In addition to the news coverage, university and campaign leaders have appeared on various interview shows at radio and television stations around the city. *The Gazette* ran an editorial urging readers to support the campaign.

More than 300 volunteers are at work now, and canvassing has begun in earnest in four divisions — major corporations, national corporations, the special names division, and the university community division.

The campaign steering committee has also established a new division to canvass professionals, and organizing activities are said to be well underway.

In another development, an alumni division vice chairman was named — Loyola alumnus Peter Howlett (see story, this page).

Chairman Stinson wants to make sure his organization capitalizes on the momentum: "This is just the beginning," he says. "Enthusiasm is high within the community and I would like to maintain that spirit."

He says his confidence is buoyed by the army of volunteers behind him: "With such help, I'm confident we'll achieve our goal of raising \$25 million."

Alumni Chief Named

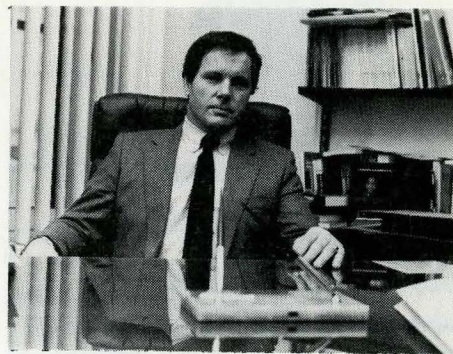
FORMER ALOUETTE Peter Howlett (L. BA '63) was named vice chairman of the alumni division for Concordia's \$25 million capital campaign.

He brings previous university fundraising experience to his new job, which is to convince alumni to give as much as they possibly can. "The resources of the university are demonstrably short of requirements," Howlett said in an interview recently. "It is up to the alumni to do its part."

The Westmount real estate and investment dealer said education, both in Quebec and in the

rest of the country, had become one of society's most crucial concerns.

Howlett remembers his time at Loyola with affection: "There was no other place like Loyola at the time. There were some really outstanding teachers there, if you wanted to take advantage of



Peter Howlett: Experience will pay off

Graciously Given, Gratefully Received

COULD THIS BE the start of a new trend? When Judith Fett received a tuition credit for a course she dropped, she did the strangest thing. She promptly signed the money over to the Capital Campaign.

Fett says she hopes her initiative will start a trend. It's a relatively painless way of giving, she reasons. "Money donated in this way is not missed because it has already been turned over at the beginning of the term."

Once again, a Concordian wins points for originality, not to mention generosity.

their presence. And it was an outstanding place to be if you had interests in athletics — which I had at the time," he said.

After playing for the Warriors, Howlett played for McGill's football Redmen while studying law at McGill. Howlett's appointment promises to bring much of that gridiron muscle to the business of fundraising.

Initiative Sets Stage For More Get-Togethers

A RECEPTION for community leaders — the first of many, suggest organizers — will be held at Concordia's Faculty Club (Sir George Williams campus) June 21.

The idea results from discussions among Jack Reitman, Arthur Pascal, Gerald Bronfman and Mildred Lande, and it gets strong backing from Drummond Birks who heads the Capital Campaign's special names division.

Birks suggests other groups follow their initiative and organize more fundraising activities.

National Chairman William Stinson and Chancellor W. Earle McLaughlin will be there. Members of the event's organizing committee are: David Azrieli, Bernard Bloomfield, Peter Bronfman, Gordon Brown, Robert Bruck, Morley Cohen, Marven Corber, Maxwell Cummings, Max Feldman, Thomas Hecht, Theodore Lande, Myer Pollock, James Raymond, Sidney Schwartz, Reginald Weiser, Jonathan Wener and Melvin Zwaig.

"Recognition" Policy

NAMES OF INDIVIDUALS, foundations and corporations may be proposed for buildings, facilities and services in recognition of contributions made to the University. The naming of something may take the form of a memorial too, according to a policy of donor recognition recently approved by Concordia's Board of Governors.

Sponsors of the policy say the new rules will be of special interest to those wishing to make donations for specific purposes. A list of "designated gift opportunities" is available at the Capital Campaign Office, Concordia University, 1455 de Maisonneuve West, Montreal, Quebec H3G 1M8 (Telephone 879-2874).

*If you would like more information
on the campaign, please write:*

Concordia University Capital
Campaign
Concordia University
1455 De Maisonneuve Blvd. West,
Montreal, Quebec H3G 1M8

Retooling To Succeed

Four graduates tutor learning disabled kids the art of compensating.

BY JOEL MCCORMICK

"HE WILL NEVER light the world on fire academically," the headmaster wrote at the bottom of my report card.

I think it was the algebra that got to him. Mr. Pattison was, after all, a mathematician and probably didn't notice the other exam results.

But the 30s and 40s sure did shout for attention. And so did the remarks of the algebra master: I was a dolt, he nearly came out and said. Nothing worked — not detention exercises, not remedial work on Saturdays, not the various threats and punishments meted out by exasperated authorities.

And they were exasperated. Though the school never came out and said it, the private thinking was that it could take on any clod — even if he was as thick as paste — and bend him, bash him and By God, learn him until he matriculated into McGill. Their methods might have been questionable but the staff was well intentioned. They felt doom for anyone who couldn't go on to university.

The secrets of algebra were to remain hidden in the pages of my old Hall and Knight, a foggy turn-of-the-century textbook from England that was filled with improbable situations in green grocers and county cricket matches. (To this day, I haven't seen a soul resort to algebra to solve a problem with the clerk at the supermarket check-out counter.) But I was pointed in the direction of university, thanks to the efforts of the staff, instead of a career spent on a grocery bike.

Memories of school surged to the surface after a session with Concordia graduates who tutor learning disabled kids, as they are called, at Lansdowne Center in the heart of Montreal's Snowdon district.

Tutoring centres have sprung to life, especially over the last 10 years, strung across the landscape Maginot Line fashion as a final defence against the powerful forces of failure.

I was reminded that the attention I got was a



**Eade
Duncan:**

*What do you think
happens when you
put that idea in the
body of a 10-year-
old?*

luxury and I probably wouldn't survive in today's high school, public or private. Likely as not, I would have fallen in with the aimless who, either because the world will be nuked to smithereens or because the only prospect is unemployment and welfare, believe there is nothing worth working for; that school is only a way station on the road to nothing, a dope exchange where one can take personal charge of blowing one's brains out instead of leaving it to an Andropov or a Reagan.

For whatever reason, motivation is in short supply, especially for the students the system singles out as failures. "Kids know in grade five that the teacher can't fail them more than once so why, they ask, should they learn how to spell and stay after school for extra help when they know they're going to high school anyway," says Eade Duncan (SGW BA '58). "What do you think happens when you put that idea in the body of a 10-year-old?"

BIG PROBLEM, SMALL TASK FORCE

The tutors are careful not to blame the system, or any particular board. Says Howie Schwartz, a Concordia MA in applied psychology ('81), "It's not the fault of the schools, or of the parents — it's just one of the givens." Schwartz' clinical bearing lends weight to his account of the problems faced by the public school system: It is understaffed, it has a guidance counsellor-to-student ratio of one to 600 and it has dismally few supporting psychologists. And budget cutting is making the problem worse as guidance and special education programs are chipped away.

According to the tutors, an estimated 10 percent of the school population is learning disabled, victims of some form of motor impairment. This can range from poor dexterity to poor auditory and visual faculties. Lansdowne and other tutoring centres try to develop methods students can use to compensate for their deficiencies.

Continued ►

Jean Claude Basire

► Continued

About 150 students, from primary school to university, go to the centre for hourly tutorials at a cost of \$25 an hour. Some students attend for as many as four and five hours each week. Most go to improve language and math skills. More recently, the centre has been attracting adults who want to achieve minimal proficiency in language skills, and perhaps complete their high school education.

Much of the tutoring centres' clientele comes from the private schools which, one would have thought, charge the kind of fees that would provide a student with all the personal attention he

could use. "But those students have an enormous amount of work," says Duncan, "and it doesn't matter how small the classes are because they don't have the chance to repeat work all that often. The class keeps moving ahead and the snowball effect takes over when the first concepts are missed."

It's the tutor's job to unravel the snowball. "You have to take away the layers until you find where the problem started." Colleague Steve Browman (SGW BCom '79) cites this example: "I have a boy who's very bright but his head works too fast for what he can manage to put down on paper. He wasn't performing, and was failing. He didn't think he was smart enough to do the work," says Browman. "My success was getting him to slow down enough to concentrate and get the material down on paper while it was still in his head." The student, it turned out, was perfectly capable of solving his math problems aloud in sessions with Browman. "So then I'd say, 'let's get it down on paper.' Once he becomes aware that he has the ammunition, the student becomes his best advocate."

Some kids, even in high school, face awesome conceptual problems — not knowing, for example, where to begin writing on a blank sheet of paper. The odd one will probably not make it through high school. Browman has one student who becomes so overwhelmed by his homework that he can't be seen except on Saturday mornings when, as Browman puts it, his head is clear. "In geometry, it's a nightmare. He doesn't see the same shapes we do — he's just not picturing that triangle. He can't follow patterns. It's a long process of getting him to focus on the right part of the page and then on the right part of the triangle," Browman explains.

"But with enough drilling he gets it. I just wish we had another two days in the week."

HOME AND SCHOOL

Apart from working directly with the child in question, tutors act as spokesmen. It may be a question of asking his regular teacher to focus on particular study problems, or perhaps requesting that the usual written exam be given orally in certain circumstances. They speak for the child who can't articulate what his problem is to the teacher. (The Protestant School Board of Greater Montreal (PSBGM) has designated Lansdowne Center as one resource students can attend during the school day.)

Time spent after school is also getting increasing attention from the tutors who look to expanding their homework program. The homework program provides kids with an opportunity to remove themselves from home, ironically enough, when it becomes a battleground.

Eade Duncan: "Until the layers are removed the child doesn't know what's going wrong himself. He has to know what his strengths and

weaknesses are — we all have them," she says. "If they're weak auditorally, they should know that is the reason they are not understanding. Once you stop understanding, you become agitated and block things out and then suddenly the problem becomes larger than life."

"You don't have to go home and manipulate the whole household and get everyone else upset," Duncan says, citing one reason for the homework program. Once the student can figure out what his problem is in a neutral environment, he's three quarters of the way through the problem, accor-

Jean Claude Basire



Steve Browman:
I just wish we had another two days in the week



Howie Schwartz:
The problem arises out of broken families, great families, any kind of family

ding to Duncan, and he won't be smoldering over the fact that the teacher or a parent is constantly in control.'

There are other benefits to the homework program, says Duncan. "A resource person at the center is actually like having a library at hand. And the parent doesn't have to get involved and have the whole hassle homework can be."

The point raises an issue that seems to be growing: Our propensity to assign every family member with a problem to one institution or another — the parents to sunset farms, the toddlers to daycare, the dog to the kennel, and now the kid with a homework question, off to the professional for an answer, while Mom and Dad sort out whether they're vacationing in Jamaica or Florida this year.

Is non participation on the parents' part a good idea? "Some parents need to be involved," answers Duncan. "But I know that in my case, I was the last person who could help my own children with their homework. I'm talking about the child who needs more than one question answered." The reasoning seems to be that if a child can't work because of a situation of strife, he's better working somewhere where he can; many parents don't have the skills, the time, possibly the objectivity it takes to devote to the child, the tutors argue. As one puts it, "We're not removing them from the family — we're giving them the opportunity, when they get home, of being happily involved."

WHAT PARENTS CAN DO

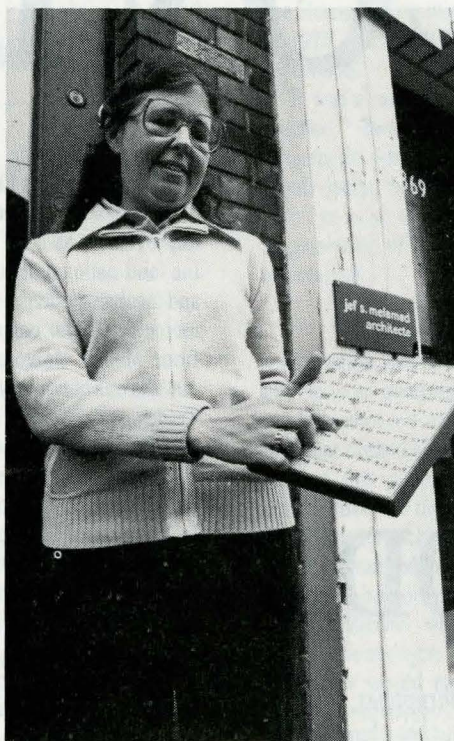
Many parents seek to capitalize on the tutor's work and keep up the momentum. Carol Katz (SGW BA '62), also a Lansdowne tutor, prepared a booklet for just this group. In it she suggests parents devise projects at home to compensate for low marks at school. As examples, Katz suggests the child be taught how to cook and shop, or how to garden. He, as well as the other children, should be told that his way of learning is "different not inferior", she says. "Encourage him to start a hobby (such as collecting rocks, stamps or coins, building models, film-making or photography) which will encourage him to read for information and directions; encourage him to listen to hit tunes and to read the words at the same time," Katz writes.

She also recommends parents "saturate" the home with reading materials and games, and, if there is a movie version of a book he's reading, then send him off to see the movie too. The home environment should be carefully arranged so the youngster can work on his homework (before recreation or TV viewing) in a quiet area. Katz also says textbooks in problem subjects should be read aloud to the child, or taped. Typewriters and tape recorders should be made available if possible.

Katz subscribes to the YMCA's prescription for a good life — a healthy mind coupled with a

healthy body. She says exercising in groups also leads to better peer relationships. Participation in craft activities such as pottery and painting also helps build a child's confidence.

Parents should insist that the school provide regular progress reports on the child, and if he isn't making satisfactory progress, the school psychologists should be informed so that evaluation tests can be carried out, possibly with a view to placing the child in a more appropriate program. Katz also says parents should monitor how relationships are developing — or not developing



Carol Katz:

*If you're not satisfied,
go to the principal. If
you're not satisfied
with him, go to the
district director*

— with teachers and fellow students. Above all, be your child's advocate, she writes. "If you are not satisfied with the teacher, go to the principal. If you are still not satisfied with the answers, go to the district director, then to the head of special education."

Her booklet, *How to help your learning disabled teenager*, is available at the Quebec Association for Children with Learning Disabilities (QACLD) 1181 Mountain Street, for two dollars.

Carol Katz' own tutoring success story concerns a student who now studies at Concordia. He was a talented golfer and interested in the guitar, she remembers, but when he arrived at Lansdowne two years ago, he couldn't even keep his multiplication tables straight after years of high school math. On top of his learning disabilities, he became too ill to handle more than an hour's tutorial a week. Slowly, Katz managed to convince the student that he had the basic skills but needed to learn how to transfer the information from his brain to paper. Eventually buoyed with confidence, he enrolled in two courses at Concordia — one in English, the other in the dreaded math. Even Katz who accompanied him to Concordia to acquaint his instructors with his academic history was taken aback by his eagerness to enrol in two courses instead of just the one she had suggested: "He's doing extremely well," Katz admits happily.

How well learning disabled students do in the long run, independent of regular tutorial assistance, concerns tutors from the outset. "My job," explains Eade Duncan, "is to be out of a job as fast as I can." The reasoning is that, once students see what their particular deficiencies are and learn to compensate for them, they should be able to find their way through the education system.

Steve Browman adds another point: "The demand for one to one tutorial sessions encourages the tutor to cut the umbilical cord — first, by cutting back the hours each week, then cutting back to every second week. Eventually you ask when can they do it on their own and then, just let them go."

Is the problem growing with increasing family dislocation? "The problem affects broken families, great families, every kind of family," says Howie Schwartz. "Identification is being made earlier, so it appears as if the problem is getting bigger." Learning disabled males continue to outnumber females four to one, a ratio quoted in the literature and borne out in Lansdowne's 10-year-old operation. Males traditionally have demonstrated comparatively poorer verbal skills and better spatial skills. The tutors agree that the statistics on learning disabled people are changing as the school system stretches out from daycare to post-graduate studies, and as girls assume traditionally male-dominated places in the educational system.

They also agree that the earlier a learning disability is spotted, the better the chances are it can be compensated for, and overcome.

IF THIS IS RECOVERY

WHY DON'T I FEEL SO GOOD?

Alumnus Mel Zwaig, an expert on bankruptcies, explains why it's premature to break out the champagne.

BY HARVEY ENCHIN

Bankruptcies pockmark the Canadian economy — the aftermath of an epidemic of business failure spread by the most severe recession in a generation. Every month since August, 1981, Statistics Canada has dutifully reported a longer casualty list and steadily mounting outstanding debts.

The number of bankrupt companies last year soared to 10,765, up by more than a third from in 1981. In the first three months of this year 2,872 businesses went bankrupt — 5.5 percent more than in the same period of 1982 — leaving behind a staggering \$548.6 million in liabilities.

But with signs of recovery blossoming in the south, optimists predict an end to the carnage. The stock market is up. Inflation and interest rates are down. And all the standard economic indicators — from manufacturers' orders to corporate profits — suggest renewed vitality.

It may be premature, however, to break out the champagne. Bad business is bad business, recession or no, and there's little slack in the economy to camouflage the rot. Amid the cheering of stock market speculators and self-satisfied chortling of politi-

cians, Melvin Zwaig, one of Canada's leading authorities on bankruptcy, sounds like a Cassandra.

"You have to remember that bankruptcies always follow an improvement as well," says Zwaig, president of Thorne Riddell Inc. and national director of the accounting firm's receivership and insolvency division. Zwaig, a 1959 Sir George Williams commerce grad who entered the bankruptcy field after qualifying from McGill University's chartered accountancy program in 1961, is one of two advisors to the Senate Committee on Banking, Trade and Commerce responsible for the study and eventual implementation of the new bankruptcy act.

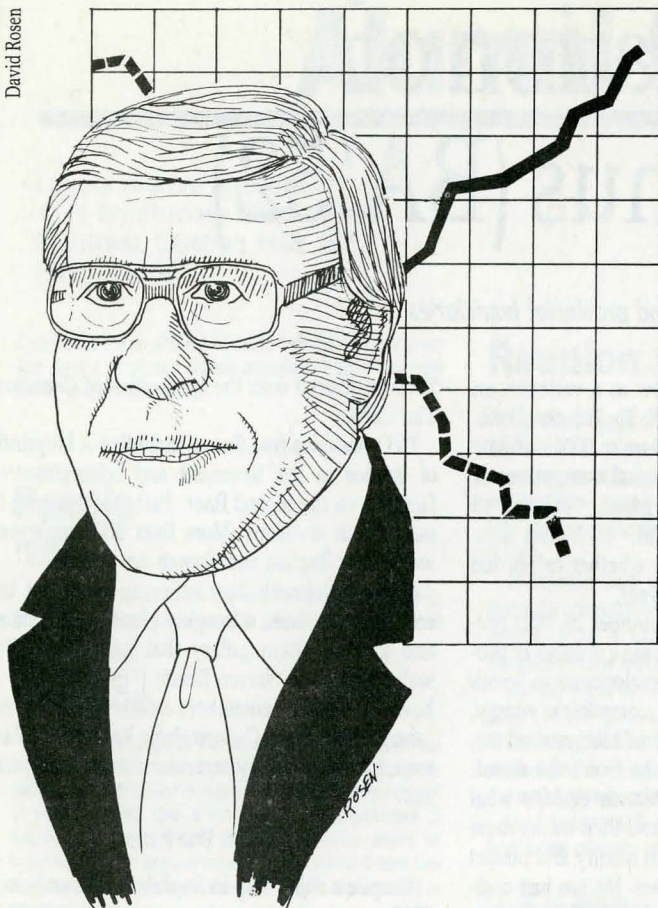
When the going gets tough, Zwaig explains, bad businesses go bankrupt, including those that suffer from weak management or lack a survival plan for hard times. During the recession, financial institutions defined a good loan customer as one that could survive by some method — deferring principal payments and just paying interest, for example — providing that the lender's security was covered.

"As we turn the corner," Zwaig says, "we'll end up with a second wave of bankruptcies or receiverships, those companies which are still able to meet interest payments but can't seem to put it all together to repay principal."

The whole system of lending changed in the mid-1970s, Zwaig says. Until then credit was usually based on cash flow. But with rocketing inflation, financial institutions began to lend on rapidly-rising asset values. In the recession-wracked 1980s, however, lenders are worried about repayment and are looking again at cash flow. "My real concern," Zwaig says, "is that over a period of time, even with the economy improving, if the cash flows aren't there the financial institutions are going to take a real hard look at who they're doing business with and you may very well see that bankruptcies are going to be here, and in enlarged numbers, for a long time to come."

Zwaig, noting forecasts of high unemployment well into the 1980s, figures an economic recovery, and a consequent reduction in business failures, is still way down the road, perhaps as far off as 1987-88. Then, as more people become employed, they will hoard their money less and become more comfortable with spending, he says. That will stimulate the economy and encourage business entrepreneurs to come back into the field.

"Bankruptcy, unemployment and recession are closely related," Zwaig explains. The vicious circle is a simplification but, nonetheless, accurate. When a factory closes, the



Melvin Zwaig: *As we turn the corner, another wave of bankruptcies.*

unemployed workers become hoarders of their capital and try to conserve their income from unemployment insurance. This reduction in purchasing at the retail level quickly backs up into the wholesale level and ultimately to the manufacturing segment. Another factory shuts down because of lack of orders. And, as economists are discovering, even when the economy stops declining, it takes some time for negative consumer psychology to shift into reverse.

"So there has to be a stimulus to get people back to work," Zwaig insists. Only then will bankruptcies taper off.

Quebec's situation is more complicated and

even less promising, says Zwaig, who divides his time between Toronto and Montreal and has homes in both cities. The Toronto region is insulated from the effects of a disastrous economy, he explains. A plant closing in highly-diversified Toronto does not have the same significance as a plant closing in Quebec.

"There will have to be drastic changes in the Quebec economic scene before there's a turnaround," he says. "I think bankruptcies will be here for a long time unless there is some real fuel injected into the economy." What's more, if capable people won't move into Quebec and if people continue to leave the province, he says, the result will be a stagnating economy.

"Until that problem is resolved and the present government realizes it, or there's a future government that will implement it, I don't think you're going to see much change and you'll find bankruptcies constantly on the increase."

Short of economic salvation, the business community is looking to legislation to provide some relief from the bankruptcy boondoggle.

Zwaig can tell more about bankruptcy than anyone wants to know. Canada's present bankruptcy law was written before World War II and enacted in 1949. It was never administered effectively even at the federal Superintendent of Bankruptcies level, then part of the Department of Justice, now an arm of Consumer and Corporate Affairs. In 1966, the Superintendent of Bankruptcies put a moratorium on issuing trustee licences and, through orders in council, took on extensive investigative powers. He appointed a three-man team to study insolvency legislation. That committee's report, which made wide-ranging recommendations, was tabled in 1970. For the next five years, the House of Commons worked over the document and, on May 5, 1975, presented Bill C-60, a major overhaul of bankruptcy legislation.

"It was a radical and dramatic change from normal business practice," Zwaig says of the bill. It permitted negotiated arrangements with creditors and a period of time before filing proposals during which those arrangements could be worked out. It didn't go as far as Chapter 11 in the U.S. which leaves the debtor in possession of his assets and prevents secured creditors from foreclosing.

The bill viewed bankruptcy as a last re-

sort solution which would only occur if the borrower failed to live up to an accepted arrangement. Perhaps most significantly, the bill proposed a super-priority for employees of a bankrupt firm that ranked ahead of lender financial institutions. But critics warned that super-security for wage earners would have a drastic effect on the cost of financing.

"A separate scheme had to be developed so that employees would be assured that if their employer went bankrupt they'd be paid come hell or high water," Zwaig says.

The criticism was met with a proposal to establish an employer-employee contributory insurance fund to which employers would pay the lion's share. In a bankruptcy proceeding, employees could claim against the fund and the fund would rank as an unsecured creditor against the bankrupt estate. The effect was the same as giving employees super-priority — they would be paid quickly. (The concept that government doesn't rank ahead of secured creditors was also accepted in principle). But no one in the office of Superintendent of Bankruptcies had ever kept a record to determine how much was lost by employees as a result of bankruptcies so the cost of maintaining the fund — a system used in Germany, France and Britain — was a mystery.

In 1981, a final version of the Bankruptcy Act was prepared and agreed upon. The only thing outstanding was how to deal with employees and how to develop the insurance fund. "As far as the Senate committee is concerned," Zwaig says, "the bill is in place, it's technically correct, it's awaiting finalization of this one bit of information. And we're still waiting."

"I understand the bankruptcy bill has been given first reading. It has never made it through second reading although there have been two or three attempts and that's where it stands."

If and when Bill C-60 supersedes Canada's dusty Bankruptcy Act, Zwaig says it will streamline bankruptcy administration, establish the liability of directors of bankrupt companies and allow a closer rapport between debtors and creditors.

"However," Zwaig warns, "there's no guarantee that the number of bankruptcies is going to decrease."

The Education of Mike McManus (BA '52)

Life at TVOntario extends beyond provincial boundaries.

BY ERIC JOHNSON

IT'S A LITTLE STRANGE, but when Mike McManus (L. BA '52), the popular game show host, talks about television, the emphasis is on education. For the man behind *Claim to Fame* which ran on CTV last season is deep down an educational television producer. You might say that McManus' real claim to fame isn't *Claim to Fame*.

Mike McManus is executive producer for part-time learning at TVOntario, the 13-year-old educational network. Ontario readers might remember the slim and thoughtful six-footer best for his series *The Education of Mike McManus*, an interview show that ran five years before going on the rerun trail: "Until too many of the guests had died," he explains. Another critical success was his *Journey in Time* which profiled prominent Canadians from childhood to the present.

So his New York producers weren't hiring a rookie when they signed him last winter as host of *Claim to Fame*. "It was a holiday for me," McManus says. "I never had the luxury of doing anything a bit foolish on television. It was a Goodson-Todman production and they're pros."

He himself describes the show as a variation on the popular American model *To Tell the Truth*. Taping was done at Ottawa's CTV affiliate CJOH where guests with unusual occupations or records tried to stump the panel. "We did 16 episodes — doing three a night," McManus says. Word still hasn't come in on whether or not the show will be picked up this year.

While he waits, he has a number of TVO projects to keep him busy. There are a number of programs in various stages of development to watch over: programs on literacy, computers, energy, the future of work, a report on China, and others, including two secret specials he won't talk about. As executive producer, McManus decides what concepts go into production and then tracks them to make sure they stay within quality and budget guidelines, and meet deadlines. He has just completed his first year as chief of the part-time learning division, after 10 years in general broadcasting.

TVOntario is one of the top five or six educational networks in the world, according to McManus. Headquarters is a stocky new office building near the corner of Yonge and Eglinton in

Toronto, shared with the head office of Canadian Tire Corp.

TVO occupies five floors, including a labyrinth of studios in the basement and editing/control facilities on the second floor. Part-time learning is one of four divisions. More than 600 employees work in its English and French operations.

McManus' fourth floor office is small, but big enough for a desk, a hanging plant, some chairs and a small photo gallery that hangs from the walls. Photos of Warren Beatty ("insufferable" is how McManus remembers him), Diefenbaker, John Dean, George C. Scott, John Bassett, Al Waxman, Pat Boone and others, including his wife and son.

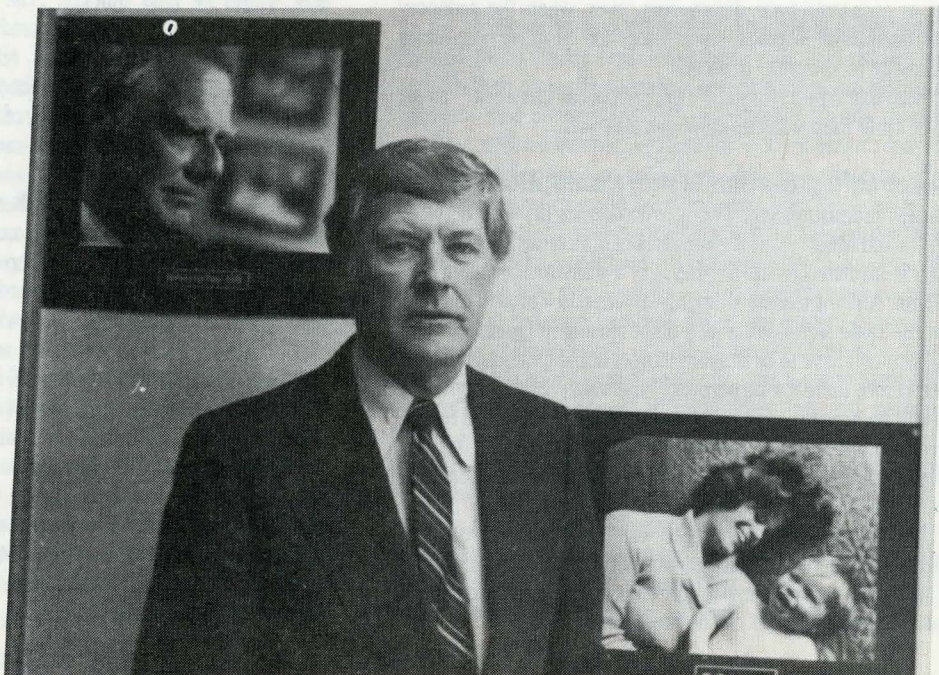
ETV vs. POP FARE

Despite a slight drop in English broadcast hours, TVO managed to top the two million mark in terms of audience just last year. The average viewer watched nearly two and a half hours of programming and that is cheering news for the pessimists who believe TV viewers are only equipped to watch run-ons on *The Price is Right*.

Those figures match nearly half of television's

Continued on page 22 ►

Mike McManus: I never had the luxury of doing something a bit foolish on television.



Alumni Post

Loyola Alumni Association
4141 Sherbrooke Street West
Montreal, Quebec H4B 1R6
(514) 482-0320

Sir George Williams Alumni Association
1455 De Maisonneuve Blvd. West
Montreal, Quebec H3G 1M8
(514) 879-5898

If you're not here, why not fill in the form on the back cover and send it in to your alumni association? Or, if you hate forms, just write us a note.

People '20s

Fr. Gerald Britt (L. BA '29) and **Fr. Michael Healy** (L. BA '29) both celebrate their 50th anniversary in the Jesuit order this year.

'40s/'50s

Honoured: **George S. Tomkins** (SGW BA '44, BSc '50) was awarded an honorary LLD by McGill at its June convocation for his contribution to education. George earned his MA at McGill in 1952. One of his interests, as a professor of education at the University of British Columbia where he teaches Canadian and curriculum studies, is how school curriculum in Germany covers the Hitler period. More on that in a coming issue.

'50s

Sandra Guillaume (SGW BA '58) writes from Toronto, expressing interest in Concordia's new library plans "as a former library employee". She has worked as an archivist for the Multicultural Society of Ontario.

Dan Sullivan (L. BA '56) is now public affairs advisor — a new position — with the Canadian Bankers' Association in Ottawa.

'50s/'60s

A family tradition: Harold Bedouhian (SGW BA '61) writes to ask: "Did you know that in my immediate family, four of us are SGW grads?" Harold's mother, **Majorie Bedouhian** (SGW BA '55) is a social worker in Perth, Ont.; his sister, **Marian (Bedouhian) Sinn** (SGW BA '58), a former Garnet Key member, now teaches at Algonquin College; his brother, **Peter** (SGW BA '67), is a technical advisor at Canadian Pacific; and there's Harold himself, of course, owner of Ararat Oriental Rug Company here. He adds: "My father, who never went further than grade three, paid for all of the above and was the only one of us to teach a few lectures at Sir George." Mr. Bedouhian died in 1981 but the tradition didn't end with his passing. Writes Harold, "My wife Eileen now attends Sir George in Fine Arts."

'60s

Congratulations to **Ed Prévost** (L. BA '62): Recently, Ed was appointed president and CEO of La Brasserie O'Keefe Limitée, and senior vice president at Carling O'Keefe of Canada.

Among the recent appointments to the national board of directors of the YMCA were former "Fellowshippers" **Gary Gray** (SGW BA '66), **Murray Cain** (SGW BA '64) and **Rick Patten** (SGW BA '66).

Continued ►

Reunion to Mark 25th

The SGW Class of '58 will hold the big one Friday, September 30 through Sunday, October 2. The 25th Anniversary reunion promises to be a weekend packed with activities, from the opening reception, Friday evening to the ecumenical service and closing lunch Sunday.

In between there will be campus tours, "hands on" computer demonstrations, a fine arts exhibition, and noisiest of all, a football game between Concordia's Stingers and the McGill Redmen.

The big event for reunion chairman Warren Simpson (SGW BCom '58), a partner in the firm of Price, Waterhouse, will be the opening reception where old grads will let forth with memories of their alma mater of a quarter century ago.

Hard to believe it, but the talk then was of the college's new quarters on Drummond Street, the two-year-



Warren Simpson: Reunion Chairman

old Norris Building. "It was like going downtown to work, rather than going to school," remembers Simpson. "We were a fairly serious career-minded group then."

One of the reasons for that might have been the company: "We only had three girls in our (BCom) class that year."

Simpson has instant recall when the subject of professors come up. "The best was John O'Brien. He could talk for hours as if he was reading from notes. Very organized." Simpson took four economics courses with the man who would become principal of SGWU and rector of Concordia.

"O'Brien didn't like you to parrot information back," recalls Simpson, "He would just pass you for that."

Another favourite was the late Jim Fannie, a Scotsman who "scared the hell out of you and really made you work in accounting class."

One of Simpson's last campus memories was the graduation ball, one of the first to be held in the spanking new Queen Elizabeth Hotel. "I remember when students had summer jobs building it while we were at Sir George."

The reunion chairman likely isn't alone with the unsettling realization that 25 years have gone by so quickly. "Before you know it, you're already having a 25th reunion," Simpson says. It's also startling to realize the new dimensions of an institution one left as a modest operation on Drummond Street. "It's interesting that Sir George has matured to the stage where it now has classes of reunion size."

Friday evening's nostalgia opener will be quickly followed, only hours later, with a new day when W. Earle McLaughlin will be up bright and early rallying the troops for his Chancellor's Breakfast.

More information on the 25th is available at the alumni office. Please write SGW Class of '58 25th Reunion, SGW Alumni, Concordia University, 1455 de Maisonneuve West, Montreal, Quebec H3G 1M8, or call 879-5898.

"Friends" Elect New Slate . . .

The Annual General Meeting of the Friends of Concordia University was held at Quebec Government House in New York City on Thursday, April 14, 1983. The following were elected Directors for 1983-84.

Peter Armstrong
Robert Bourdages
Philip Daly
Paul Levesque
Fred Prince
John Saunders
Walter Tomenson Jr.

At the Directors meeting the same day the following officers were elected:

Peter Armstrong — Immediate Past President
Paul Levesque — President
Philip Daly — Vice-President
Robert Bourdages — Treasurer
John Saunders — Executive Secretary

. . . And Get Set For Party

The Friends of Concordia University will hold its annual Wine and Cheese Party on Wednesday, October 12, 1983, 5:30 p.m. to 7:30 p.m. at Quebec Government House, Rockefeller Center, New York City. All alumni of Concordia, Loyola and Sir George Williams and other members of the Friends are welcome. The guest speaker for the evening will be Donald W. McNaughton, Chairman of the Concordia Board of Governors, and President and CEO of Schenley Canada.

► Continued

George Lyn (L. BCom '69) was recently appointed vice president, finance of IDEA Corporation, an Ontario crown company that provides venture capital for technological development in Ontario. George now calls Richmond Hill home.

William Ardell (SGW BCom '66), and his wife **Sherry** (SGW BA '66), along with Rand, 13, and Keleigh, 11, live in Rexdale, Ontario. William is now president of Coles Book Stores.

Congratulations to **Michael Massiah** (SGW BCom '62) on his recent election as president of the Lions Club of Central Montreal, the oldest Lions group in Quebec, celebrating their 61st year this season.

Peter Andor (SGW BCom '64) was recently appointed corporate comptroller for Shirley K. Maternity Inc. and affiliated companies, here in Montreal.

Honoured: **René Laine** (SGW BA '64), a consultant for the Lakeshore School Board and longtime lecturer at Concordia, was feted in April for 25 years of service to the university. René is married to Norma (Clifford), a registered nurse at the RVH, and has two daughters, Karen (a future RN, writes René) and Kelley (a future MD). The family lives in Pierrefonds.

News from the nation's capital: **Constantino Gus Borovilos** (SGW BA '61, BCom studies), wife Valerie and daughters Carolyn and Helen, now live in Gloucester, Ont., near Ottawa where Gus is a manpower consultant with the Canada Employment and Immigration Commission. After graduation, Gus worked for Eaton's, Office Overload and then ran the manpower centre in Dorion before heading to Ottawa. His university years sparked with achievements: he was National Federation of Canadian University Students chairman for the Students' Undergraduate Society, two term president of the Evening Students' Association, and besides holding other posts, was a track star and water polo captain. He won the major executive award on two occasions.

On the move in the U.K. **Terence** (not Terrance, by the way) **Smith** (SGW BA '61) reports that he has moved down to Cornwall, from Wiltshire. Now retired from teaching at a large comprehensive, he's at work at what he calls a "world educational program for use on a total multi-racial basis". Wife Barbara lectures in business studies while three sons race through college studies: two of them in graphics programs, one in medical sciences. Terence says he looks forward to a return to Canada within four or five years.

News from the Coast: **Solomon Sam Pelc** (SGW BEng') was named Northern California district sales manager for Plexus Computers, an offshoot of Bell Laboratories. The move follows sales work in other computer companies. Before leaving Canada in '76, Sam was a senior systems analyst with the Royal Bank, and later with Canadian Pacific. He now lives in Fremont, Ca.

Move: To New Glasgow, N.S., **Frederick Popowich** (L. BA '67)

'70s

Brenda Whitlock (SGW BA '76) is a public services librarian at the Beaconsfield Public Library.

A Loyola couple: **Gregg Thomassin** (L. BCom '82) and **Kelley-Ann O'Rourke** (L. BA '81) report the arrival of a baby daughter, Kathleen Marie. "All happy and well," writes Gregg, who is an auditor with Peat, Marwick and Mitchell Associates.

Fook-Cheung Ki (SGW BSc '79) writes from Hong Kong and says he works for an Australian group specializing in the supply of power line products. "Main duty — to source supply from China and Korea," he says. Our Hong Kong correspondent also reports on—

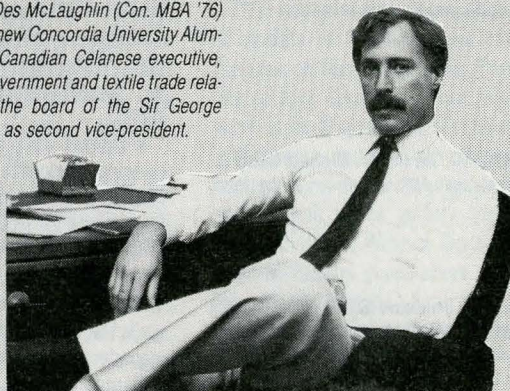
Ziggy Li (SGW BCom '79) who has immigrated to Canada and currently works with Arthur Anderson in Vancouver.

A prosthodontist in Westmont: **Michael Moscovitch** (SGW BSc '72), now with a dental practice here, writes to say he is married (to Arnalee Schachter) with a son, Daniel, and a daughter, Randi. Michael holds a DDS from McGill which

he earned in 1976, before devoting two years to studying prosthodontics at Boston University.

Clarisse Croteau-Chonka (L. BA '71) has just been named director of the graduate religious studies program at Mundelein College in Chicago. Clarisse says she hopes "to elevate Mundelein to one of the major centres in the United States for graduate religious studies." Apparently the religious studies job market is bullish. Says she: "Last year, each of our graduates had an average of 10 jobs from which to choose." Before her appointment, Clarisse was coordinator for adult education for the diocese of Richmond, Va. Despite being an active Catholic, she's married to an American Baptist minister. Clarisse is finishing her doctoral work at Princeton Theological Seminary.

Concordia's first president, Des McLaughlin (Con. MBA '76) was elected president of the new Concordia University Alumni Association in May. The Canadian Celanese executive, who heads the company's government and textile trade relations arm, has served on the board of the Sir George Williams Alumni Association, as second vice-president.



News from Jamaica: **Robert Arnold** (SGW BEng '78) writes from Kingston to announce the birth of daughter, Conniel, born to Angelita. Congratulations.

Gareth Peter Jones (L. BSc '79) writes to say he is now at work as a forensic scientist for the Ontario solicitor general's department. This follows MSc studies in Britain — at Strathclyde University in Glasgow.

Congratulations to **Martin Ginsberman** (SGW BA '76) and his new missus, **Debra Lean**, a Concordia PhD student in clinical psychology. Martin is on the SGW alumni board. The couple was married in Toronto in May.

Linda Bick-Helfgott (SGW BA '75) is currently working for the Framingham Child Guidance Center in Massachusetts. She is married and has just given birth to a son. Linda holds BSW and MSW degrees from McGill.

Christine Baddeley (L. BA '72) had been teaching for the last eight years, the last four with learning disabled kids in Two Mountains. Christine adds that she has a 12-year-old foster child "who has been sharing my life for the last four years now". She also has news of—

Joe Molino (L. BA '72) who now calls Smith Falls home. When Joe's not at work on his PhD studies, he is working at the Rideau Regional Hospital and School. He is married and has a daughter, says Christine.

More news from T.O.: **Sandra Kamenir** (SGW BA '71) is coordinator of inservice education at Toronto Grace Hospital. She is an RN and now claims three published papers in professional journals.

A vote of thanks: **Kathleen Corlett** (SGW BA '77) is now a lawyer with William Martin, Barrister and Solicitor, in Toronto. She says she's grateful to Concordia which "helped me at a critical time in my life to retool from a housewife to a lawyer". Kathleen says she went to the Hart House launch of *The Inner Ear*, the Gary Geddes anthology, and met up with—

Ronnie Brown (SGW BA '77, MA '79) who contributed to the anthology. See above.

A frustrated grad writes: **Caroline Sudia** (SGW BA '75) thanks God for her Mother House training. "Or I'd be unemployed," she says. "My degree is useless in today's economic and political situation." Asked whether she has

come across other grads, she says: "Most have left the province." She still has hopes of being a teacher one day. On the plus side, she married Peter Bauer in September of '81.

Our Guelph correspondent **Irene Middelraad** (SGW BSc '74) writes: Irene is busy taking care of her first child, Philip George, while husband **George Dixon** (SGW BSc '72, MSc '75) works at nearby University of Waterloo. He's an assistant professor of biology there, specializing in environmental toxicology.

Mireille Steinberg (SGW BA '72) has just received her PhD at the Université de Montréal and is now interning at the Jewish General Hospital.

Jacqui Penson (Con. BA '79) writes from Toronto with news of her marriage to lawyer Douglas Simpson. Jacqui

studied theology for a year after leaving Concordia and is now scouting for work in the social service field. On the subject of grads she has come across, Jacqui mentions —

Max Zinger (Con. BSc '79) who works for Weston Research Laboratories in Toronto. Weston Research serves as a consultant to the food industry, reports Jacqui.

Garry Whatling (SGW BA '74) is now president of Canapt Consultants Limited. The firm runs a placement service, an executive search program and an evaluation service. Garry has just written the last word on job hunting, a book entitled *The Career Manual*, published by his own Canapt Publications. If you've got \$50, it's yours by writing to 6101 boul. Léger, Montreal North H1G 1L2.

Moves: To Antigonish, NS, **Sachi Shimo-Takahara** (L. CommArts '77); to Calgary, **Howard de Ga** (L. BCom '74); to Toronto, **Paula Kaplan**; to St. John's, Nfld., **Lourdes Meana**.

Former SGW students' association president **Bill Schwartz** (SGW BCom '70) reports that he's now administration manager with Montreal based Medi-Promotions Inc.

Congratulations are in order for **Bob Tarabula** (SGW BA '73) and wife Audrey on the recent addition to their family — a son, James David.

Tania (Stee) Laniet (L. BA '70) writes with news from Calgary: Tania now has a daughter, Jennifer, five, and a son, Adam, aged two. She reports that she just had her first solo exhibition, at Devonian Gardens in Calgary. She's a member of Calgary Community Painters, and the Federation of Canadian Artists. She has also been working as a teacher.

Helen (Stee) Laniet (SGW BA '75), according to sister Tania, now lives in Regina with a new baby daughter — Elizabeth, born last September.

Paul J. Kralik (L. BA '71), now a section manager with Bell Canada in Ottawa, has lots to shout about these days: the birth of daughter Amy Lynne last April, making a sister for Jennifer Anne.

More news from the West: **Robert Foran** (L. BA '72) has moved from Sarnia to take up his post as associate counsel with Agra Industries in Saskatoon, Sask.

Mike Campagna (L. CommArts '74) reports that he now

has two sons and lives in Milton, Ontario where he is manager of national accounts for Inter-City Truck Lines.

News of a Loyola couple: **Lynn Bouchard** (L. BFA '78) now lives in Edmonton with husband **Ron Birrell** (L. BCom '79). Lynn works for the Edmonton Y and Ron for Hewlett Packard Canada as a computer sales rep. Lynn is eager for news of grads in the Edmonton-Vancouver part of the country, especially BFA's from '78. News of some grads she has come across appears below.

Maureen Trudel (L. CommArts '78) writes to say she lives in Hudson with husband **Norman DeCelles** (L. BSc '75) and besides raising daughter Devon, now three and a half, tends to her afghan breeding operation. The household also includes a parrot named Bruce. Maureen is national sales rep for Ralph Lauren womenswear and reports that her next door neighbour is **Michael Kerney** (L. BComm '75), said to be a master at Trivial Pursuits. Michael, when not scrambling for points, works for AES Canada, she says.

An ace reporter, Maureen also writes: **Ron Mahev** (L. BSc '75) is now in Toronto with his own business and married to **Jane Wandowicz** (L. BA '75), who is currently involved with marketing research with Colgate Palmolive. Jane is expecting a baby in November. **Allan Resnick** (L. BA), "into afghans" himself according to Maureen, keeps writing for various publications including Reader's Digest for whom he travelled out west last summer for a series. Maureen's report on **Janice Picard** appears in '70s/'80s below.

Anne-Marie McDonald (L. BA '77) writes from Willowdale, Ont. to say she received her MA in sociology from the University of Toronto last June, and this year expects to receive her diploma in rehabilitation and counselling from Seneca College.

Darry Richardson (L. BCom '78) is currently in Brooks, Alta. He is working for the treasury branch — as an assistant manager, administration — of the government of Alberta.

More news from the West: **Peggy Woytuk-Forde** (L. BA '78) reports that she is a communications technician with William M. Mercer Ltd. in Saskatoon. Peggy also edits *The Craft Factor*, a quarterly published by the Saskatchewan Craft Council.

Joanne Mollot (L. BA '79) and husband **Alan Todi** (SGW BCom '79) — who met as members of the Garnet Key Society — now live in Etobicoke. Joanne works as a recreation therapist at Riverside Hospital in Toronto.

Daniel Keating (L. BA '79) passed his Ohio State bar exams after graduating in law at the University of Toledo. He writes: "My educational background was investigated by the Ohio Supreme Court to see if my undergraduate training was sufficient to be admitted to the bar. Concordia passed the test." Well done Dan. Well done Concordia. Dan adds that he'd be pleased to help with the Concordia Capital Campaign, if contributions from U.S. residents are tax deductible (which they are, of course, though he might want to consider a very complicated suggestion appearing below.)

Bob Gannon (L. BA '79) owns a three unit apartment block in Stowe, Vt., and he'd like you to own one too: He sells real estate when he's not up to his neck in the painting and wallpapering business. Two summers ago, he married Anne Casey and last January the couple had a son Christopher James. Bob remembers Loyola days with affection and tries to keep up with fellow classmates, among them: **Dan Keating**, who makes his appearance above, **John Farungia** (L. BA '79) who pursues a sales career out of his base in Albany, N.Y., and **Marty Molloy** (L. BA '79) who works for New York State's tax department in Troy where he lives with his wife and baby girl. (Now if Dan could see if his Concordia credentials could pass muster with the New York State Supreme Court, and practice law in N.Y. instead of Ohio, he could work a deal with Marty to make his contribution to the Concordia campaign doubly tax deductible, and save enough on the deal to buy a chalet from Bob on the side. What d'ya say, boys, can we work something out?)

The excitement builds: **Dennis Kelly** (L. BA '79), recently promoted to the position of senior accountant for a Toronto media buying service, will marry former Montrealeer Maureen Sullivan this July. Dennis lives in Scarborough.

Continued ►

Golfers — Get Ready!

The Concordia Golf Tournament, sponsored by the Loyola and Sir George alumni associations, will be staged at the Royal Montreal Golf Club on Monday, September 12.

Again this year, our alumni will be able to match their skills against the Royal's famed Blue Course, site of the Canadian Open in 1975 and 1980.

Tee-off time at the Ile Bizard club will be 1 p.m. but players will be asked to be at their assigned tee-off positions 15 minutes before the shotgun start.

The number of places is limited to about 150 and golfers are urged to organize their foursomes and reserve early by calling Mrs. Murphy at the Loyola alumni office, 482-0320, local 313.

The cost for the day is \$55, for the golf and dinner, an increase of \$5 from last year. Royal Montreal members are, of course, exempt from the green fee. Cost of the

dinner alone is \$30, and if you can't make it for the golf, you're more than welcome to catch up at the 19th hole. Seating for the full course beef dinner is limited to about 200 persons.

Men are reminded that regulation golf dress is required on the course, and jacket and tie in the dining room.

The after-dinner speaker, to be announced later, will be a leading figure from the world of sport or politics. The university's Chancellor, W. Earle McLaughlin, and the chairman of the Board of Governors, Don McNaughton, will among the head table guests at the dinner. Both are expected to give a progress report on Concordia's \$25 million capital campaign.

The chairman and co-chairman again this year are **L. Ian MacDonald** ('69) and **George Lackenbauer** ('67).

They're hoping for another beautiful September day, and another sell-out.

Post Briefs

Alumni Group Insurance Program

The Association of Alumni, Sir George Williams recently introduced a group insurance plan for the benefit of its members. Over the past few years, Alumni sponsored insurance programs have rapidly increased in popularity because they afford an alternative to life insurance available through other sources. One additional advantage is portability — a change of job, place of employment or residence does not jeopardize coverage.

A detailed brochure has already been included in an earlier mailing, however, additional application forms and brochures may be obtained from the Alumni Office.



Harold Potter, left, Lee Adler, and

Mag Flynn man the phones.

Annual Phonathon

Thirty-nine Alumni volunteers raised \$6,423.00 during the Annual Phonathon held on the nights of May 2 and 3, 1983. A total of 930 graduates were contacted during this fund-raising campaign, pledging an average gift of \$26.00 to the University.

1983 Long Service Awards

Among the more than 40 recipients of long service awards recently given by Concordia University were **Cameron Nish** (SGW A '57) and **Mary Tarlton** (SGW A '79).

Call to Arms

The 1983 Reunion of the Fort Henry Guard will be held on the weekend of July 30-31, in Kingston. There will be a special parade at the Fort on Sunday afternoon, and a reception at the Royal Military College on both Saturday and Sunday evenings. All former Guardsmen and Cadets who wish to attend should contact: Mr. Stephen D. Mecredy, Old Fort Henry, P.O. Box 213, Kingston, Ontario, K7L 4V8.

Alumni Hockey Marks 10th

Correspondent **Jean-Paul Robitaille** writes:

The Loyola Alumni Hockey League completed its 10th successful season last March 20th with the championship game between the Abenakis and Watapekas.

The fast-paced game, played before an enthusiastic crowd of 50, ended in a 4-4 tie. The championship was determined in the sixth round of penalty shots when the Abenakis' **Gerry Petrie** (Denver University) rattled a shot off the goalpost into the Watapekas' net. Other stars of the game were **Danny McCann** (Loyola) and **Gord Halliday** (U. Pennsylvania) of the Abenakis and **Mark Dichter** (Concordia) and **Ugo Notargiacomo** (Concordia) of the Watapekas each with two goals.

The game was videotaped for posterity with play-by-play provided by guest commentator **Dominic de Castris** of Toronto. The league trophy was presented by Commissioner and Co-Founder **Terry Pye** (Loyola).

► Continued

Louie Francescutti (see '80s) reports that **Mike Wilson** (L. Sc '79) is now working for Dow Chemical in Calgary.

Ken Lowe (L. BioPE '78) and wife Marianne Bruce (L. BA '77) are now in Edmonton where Ken is an athletic therapist/trainer with the Edmonton Eskimos; fortunate enough, he says, to be part of the fifth consecutive Grey Cup winning team. Until last May, Ken was a therapist with Concordia Athletics. Ken also reports on the progress of **Penny Thornton**, now Mrs. Jevnikar (L. BSc '77) who graduated from the University of Western Ontario's School of Dentistry last year. Penny stays on in London where she is practicing.

Hello to Nova Scotia: **Frank James** (SGW BA '74) is off to Halifax where he'll be sales manager, Atlantic Canada, for Continental Can Company. Till now, he was based at the firm's Montreal office.

'70s/'80s

Janice Picard (L. CommArts '78), C. MedTech '82) is now, reports Maureen Trudel, a media specialist with Athabaska University in Edmonton. Janice is godmother to Devon, Maureen's daughter.

Gary Kenyon (L. BCom '70, Con. MA '81) celebrates his fifth with wife Linda Roland this August. The couple was married by Bob Gaudet in the Loyola Chapel. They live in Vancouver where Gary is enrolled in UBC's graduate program in geriatrics in hopes of earning a PhD in the field. Gary was a commercial lending manager with the Royal Bank in Vancouver before entering the program. He recently received a Social Sciences and Humanities Research Council grant to help in his research and he also reports that he and Linda teach karate, and that —

Andy Yager (SGW BEng '71, Con. MEng. '80) is at work completing his PhD in engineering at the University of Colorado at Boulder.

Following a 15 month contract in Saudi Arabia **Sree Kumar (Jay) Mannadiar** (SGW BCom '78, Con. MBA '81) is back at base in Montreal.

Cyndi Gaylard (L. BA '80), says Lynn Bouchard, is a fellow worker at the Edmonton Y. **Greg Gaylard** (L. BCom '77) has been out west too.

Michael Dooling (L. BioPE '78, Sports Admin '82) is now athletic supervisor for the Montreal Amateur Athletic Association (MAAA) where he's worked for the last three years.

'80s

Lilly Stern (SGW BCom '80) reports that she has now been at work for more than a year at Fuller, Jenks, chartered accountants, in Montreal.

Vince Cistara (SGW BEng '81) announces his coming marriage to Josie Biocca (SGW BCom '82) in July. **Josie** is a cost accountant at American Can here; Vince is working on his MEng at Concordia. Vince also brings news of —

Alex Cavadias (SGW BEng '81) who, writes Vince, has "one, landed a job with Ontario Hydro as a project engineer, two, got married, three, fathered a daughter and four bought a house." An eventful year, allows our correspondent.

Still thinking about it: **Harvey Mandelker** (Con. BA '80) received his MA (International Relations) from the University of Waterloo in May of '82, and is now contemplating further work in the field — possibly towards a PhD — or studying law.

News from T.O.: **Jim Smith** (SGW BA '81) works in the Roberts Library, part of the University of Toronto system, and soldiers for Quadrant Editions, as the publisher's Toronto agent. He says his poetry takes up a portion of *The Inner Ear*, an anthology edited by Concordia English prof Gary Geddes for Quadrant, and that he has a book coming out this fall — entitled *Virus*, published by Underwhich Editions, Toronto.

Helen Lambrinakos (SGW BCom '82) recently joined Belvedere Developments Limited of Edmonton as a rent control officer.

Peter Korsos (Con. BCom '83) was awarded the **Magnus Flynn** (SGW BCom '49) award in recognition of his outstanding contribution to student life and to the Faculty of Commerce and Administration.

Carlo Tarini (Con. BCom '80) was recently appointed manager of the Montreal Concordes, "a professional football club", Carlo says.

Ted Killingsworth (Con. BCom '80) is now a sales rep with Squibb Pharmaceuticals.

This issue's most unabashedly cheerful correspondent writes: **Louie Francescutti** (L. BSc '80) says, "Make the union between Loyola and SWG stronger by marrying someone from the other campus." Louie speaks from example. He's married to **Linda Dimitris** (SGW BSc '80) and the

couple is thinking about naming its firstborn Concordia. There's still time to think it over. Linda is a nursing student at the University Hospitals, Edmonton; he's in a combined MD/PhD program at the University of Alberta, with assistance from an Alberta Heritage Foundation medical research studentship.

Louie offers special thanks to Brian Counihan and Fr. Drummond "for their help in launching a promising career", and promises to return the favour with contributions to the university's Capital Campaign. "From Linda and I thank you Concordia." Before closing, Louie reports on —

Bill Cliffe (L. BSc '81) who is working on a PhD in immunology at the University of Alberta. Louie also reports on Mike Wilson (see '70s above).

Toronto Chapter

A Vice Rector Speaks

The Toronto chapter of the Concordia Alumni Association held their annual dinner at the Faculty Club, University of Toronto, on Friday, May 13. Among those in the Concordia delegation from Montreal were John and Joyce O'Brien, Joe Berlettano, John Saunders, Matthew Ram and Peter Howlett.

The guest speaker was Russell Breen, vice rector, academic, introduced by Frank Duffy, treasurer of Concordia Alumni's Toronto chapter. Breen reviewed sports and academic achievements at Concordia before moving to his principal theme: the changing roles of Quebec's cultural communities. Excerpts of his address appear under the "Topics" heading in the *Inside Concordia* section of this issue.

Breen was thanked by Gladys Quirk, chapter secretary. The evening was chaired by Toronto Chapter President Rolf Calhoun.

Some Wines Are Sampled

On March 11, members of the Toronto Chapter of the Concordia Alumni Association gathered at St. Michael's College for a delightful evening of wine tasting. The guest speaker, Peter Sainsbury of Sainsbury Ltd., described the distinctive



qualities of the various wines sampled. They included three French reds, two French whites, one German white and a Manzanilla sherry.

The event was beautifully organized by Moni Kunstler, and Ann Montgomery and special guests in attendance were Matthew Ram, Executive Director of the Concordia Alumni Association and John Saunders Director of Development for the Concordia Fund Raising Campaign. All in attendance had an enjoyable evening and expressed interest in holding similar events in the future.

And Invitations Are Tendered

The Toronto Chapter of the Concordia Alumni Association would like to extend an invitation to those alumni living in the Toronto area to join the Association. Enquiries can be directed to the Membership Director, Laurie Broderick, at (416) 487-0548.

Loyola Special Fund Draw

Proceeds of the Annual Special Fund Draw go directly to the Loyola Alumni for the funding of Special Events such as: the Loyola Medal, Hall of Fame, Class Reunions, etc.

It is not part of the Concordia Annual Fund Raising Campaign.

First Prize:	\$3,000.00
Second Prize:	1,000.00
Third Prize:	500.00

and

Ten Prizes of:	100.00
----------------	--------

Your draw donation of \$10.00 is tax deductible and you will receive an official receipt. Draw will be held on *September 12th, 1983*.

Your chances are excellent. There were only 1,200 tickets sold last year.

Should you require more tickets or further infor-

mation, please contact the Loyola Alumni Office.

Yours in luck,
Peter Regimbald
Chairman

1982 Winners

Joan Richardson-Flynn	\$3,000.
Brian O'Neill	1,000.
Mark Bibeau	500.
Paul A. Bourgon	100.
Randy Chambers	100.
Joyce Delliac	100.
Danny McCann	100.
Ian L. MacDonald	100.
D. McCormack	100.
M. McNally	100.
D.W. McNaughton	100.
Andrew F. Sylvia	100.
Richard Young	100.



André Brien: Robots don't talk back. They do what they're told.

ANDRÉ BRIEN IS MR. GOODWRENCH

The grad who runs GM's Ste-Thérèse operation will see to your problems—after you've read the owner's manual.

BY SONYA WARD

GENERAL MOTORS IS big in Quebec. It covers over one and a half million square feet of space. The assembly line itself is three and a half miles long.

"We build the frame in St. Eustache and put the finishing touches on it in Ste-Thérèse," jokes big, affable, six foot André Brien (SGW BCom '62) who, as the first French Canadian to be named plant manager, is undisputed king of all he surveys.

And all he surveys is considerable.

Take the plant. Here, under its steel-girdered roof, the assembly line produces three big model rear-wheel drive cars: Oldsmobile Cutlasses, Pontiac LeMans and the Pontiac Grand Prix. Miles and miles of these top selling cars in various stages of dress and undress inch their naked way slowly

along the assembly line tended by an army of workers, who tend to every detail of design and function, to satisfy the demands of North American drivers who come back year after year to buy a GM car.

Unlike a foundry, an automobile plant is surprisingly quiet. You are confronted with a hum of activity instead, as men and machine mesh together to coordinate hammer and drill, wire and welding machine to assemble 680 cars a day, or 45 cars an hour in two eight hour shifts.

The age of automation is making its debut at the Ste-Thérèse plant. Modestly, by Japanese standards. At present, there are three robots, each of which perform key welding operations. And if you'd imagined they would look like the colorful, cheerful robots of "Star Wars" fame R2-D2 or

Continued ►



Ste-Thérèse: what's good for GM is good for Quebec.

► Continued

C3P0 you'd be disappointed. These robots are completely unimaginative, except perhaps in concept. They look like a haphazard jumbled mass of wires that make monotonous clicking sounds as they routinely perform their dreary functions.

"At least they don't talk back or make demands," laughs Brien. "They simply do as they are told."

Four hundred and twenty-five of them are doing as they are told in all GM plants of Canada right now. But by 2000, 1,400 of them will be keeping pace with new technology as GM gears up fully for automation.

"More robots are on order for training purposes," says Brien. They will take over materials handling operations, articles processing and painting functions. (GM boasts the most advanced paint technology of any car manufacturing plant. "Our cars are guaranteed corrosion-free for three years. It's mandatory," he explains).

Does advancing technology mean more layoffs? According to sources quoted on the May 15th edition of CBC Radio's *Sunday Morning*, robots cost \$6 an hour to run compared to nearly three times that for an autoworker who doesn't come close to matching hourly output.

"Not at all," counters Brien. "We need man-

power to repair the machines not to mention help operate them. I don't foresee any loss of jobs."

Over 4,000 people work at the plant each day. Many commute from Hawkesbury and Cornwall to swell the ranks of the Laurentian region's largest employee group.

OUTPUT NEARS TWO MILLION

Since GM started operations here in 1965, nearly two million cars have been produced. That kind of activity generates a massive infusion of dollars into the local economy — \$134 million in wages were paid out in 1981 before the slump put a near stranglehold on the auto industry. Brien describes as "dramatic" the change the recent worker recall had on morale in Ste-Thérèse's community of 75,000. Spirits were buoyed both inside and outside the GM complex.

GM's local resurgence, of course, was felt across the province where the automaker spends more than \$200 million annually on materials from the company's more than 1200 Quebec suppliers. Today, the plant consumes \$10 million worth of materials, streaming in by rail and truck, every day to keep pace with the assembly line's unrelenting gobble.

GM racked up 10.6 billion dollars in sales last year. "In total sales, GM is the largest car manufacturer in the world with plants located in 27 countries," Brien says. In Canada there are seven fully operational plants, five of them located in Ontario. Brien calls his Ste-Thérèse operation an average-sized GM plant.

Brien worked with British American Oil until he joined GM 20 years ago, as sales manager in both Ottawa and Montreal. He sold trucks and cars on the side and set up service and sales departments on the Eastern seaboard before he joined the Ste-

*Inspectors are only told at the airport
where they will be going. We never know
when they will arrive — no advance
warning, nothing.*

Thérèse plant where he went from general superintendent of production to plant manager.

André Brien remembers his days at Sir George Williams as being just as frenetic as his life seems today. "After I finished a general arts degree at McGill I knew I had to specialize. And SGW suited my needs very well. But it was hard. I was holding down a full-time job at the time and going to college at night, Saturdays too. And that was the hardest part of the program. There was not time. My weekends were always taken up with school work." He graduated with a major in economics.

TASTES CHANGE BACK AND FORTH

Brien looks back on many changes in cars over the years. "The car you drive today is different from the one you drove 10 years ago," he says. "It has to be. We've had to keep pace — not only with advanced technology — but with rising gas prices, and this taught us to reduce the size of car engines in order to reduce petrol consumption." Industry analysts seem to agree that there has been a real transformation: Until a few years ago, the North American response to the Japanese invasion was simply to repackage the same inefficiencies into smaller cars.

He also acknowledges consumer demands for a more durable product — one reason behind GM's claim of having its sophisticated corrosion-fighting paint process.

In the carefree days of yore, Brien says, people tended to buy their cars on impulse. But since OPEC — the Organization of Petroleum Exporting Countries — came into being, and raised fuel charges, consumers have become very choosy. And here, where drivers cower at the pumps as they contend with huge tax bites from the federal and provincial governments, driving has become almost a luxury by North American standards.

Lucky for Brien and his 4000 Ste-Thérèse colleagues, things are different in the United States which buys 80 percent of the plant's output. In the U.S., where gas prices are half what they are in this part of Canada, the mid-sized car Ste-Thérèse produces is a lively contender on the showroom floor. Brien maintains the newer more fuel-efficient larger cars today are seen as a good investment in the long run, and safer in accidents. When the crunch comes, small car drivers are just too close to the action, or as Brien himself puts it, "The vital parts are too close to the front."

The plant manager also says mid-sized car sales have buoyed in the U.S. for other reasons: "The resurgence is partly the result of the continuing gasoline price war, and partly the result of lower interest rates that consumers enjoy there."

There are over 100 quality control stations dotted throughout the Ste-Thérèse plant. As each car rolls off the assembly line, it is tested for everything from a faulty signal light to a misfiring piston. GM checkers run each vehicle through a road simulator test machine which rumbles and

jolts each machine to ensure the transmission or any other part doesn't fly loose causing a shower of spewing nuts and bolts.

And once a month, General Motors headquarters dispatches inspectors to audit plant performance, and car performance too. "Inspectors are only told at the airport where they will be going," explains Brien. "We never know when they will arrive — there's no advance warning, nothing."

After publication of Arthur Haley's book *Wheels*, everyone wanted to know if the car they were buying was a Monday or Friday car. The reasoning was that workers are at their worst at the beginning and at the end of a work week. But Brien makes an eager sparring partner for the best-selling author who, incidentally, was once editor of *Canadian Bus and Truck*, a trade magazine published by Maclean-Hunter. "There is no such thing as a Monday or a Friday car. It takes three days to build a car. A car begun on a Monday is finished on a Wednesday. And it's delivered, after inspection, on Monday," says Brien.

Ste-Thérèse products are subject to other checks on performance too. One is a random test that, more than anything else, brings the consumer's situation home to the automakers. Plant executives are given cars to run for 500 kilometres to check on overall performance: to see, perhaps, if the trunk door falls off after a half a dozen trips to the supermarket, or to spot any other malfunction that pops up in the course of an "everyday" situation. After 500 km, the cars are sold to employees at reduced prices.

Brien tends to bristle just a little when asked why car owners so often looked troubled or plain angry. Chances are, says Brien, the people who have car problems mistreat their cars, and one reason for that is that they don't know anything about them. And that's because they don't read their manuals.

"They rarely give their cars regular tune-ups," Brien says, when asked why cars don't start in wintertime.

On questions of quality, André Brien won't give an inch.

Edging toward the two million mark.



David Bier

► Continued from page 14

pop leader, Toronto's CTV affiliate CFTO which, according to a recent Bureau of Broadcast Measurement report, has a weekly audience totalling just over four million watching just under five hours a week on average.

Despite the broadcast cuts, TVO is doing better than just surviving. A sales office was established in Dallas last year to take advantage of increasing external demand for TVO productions. Overall, sales of TVO fare in Canadian, U.S., and other markets increased nearly 25 percent. The four best selling series in the States were *Readalong*, *Parlez-moi 1*, *Dimensions in Science*, and *Fast Forward*, the series on high technology which was aired by 49 Public Broadcasting Service (PBS) stations.

Sales brought in more than two and a half million dollars to the network in '82. TVO's main support comes from provincial grants — nearly \$23 million last year. In the U.S., TVO marketing guns are firing in all directions — home video, videodisk, and Telidon. TVO also has a national children's cable service called Galaxie, which reached 1.5 million subscribers in six provinces.

Last year, for the first time, a public membership drive was launched, similar to the telethons seen on PBS. It included an on-air drive and a direct mail campaign. TVO is also borrowing a PBS idea of seeking corporate and foundation underwriting of projects. The Frog and Box Toy Company was franchised to design and produce *Polka Dot Door* toys, and a distribution contract was signed with Kids' Records to market all records connected with TVO Children's programs.

THE FUTURE IS ETV

It's talking about the future that gets Mike McManus fired up. He sees TVO as at the cutting edge of education in the Electronic Age. "We've designed a system that's unique in the world to teach people about microcomputers," he beams. "It integrates television and print. It's part of the growing movement for people who can't attend school but want to continue their education."

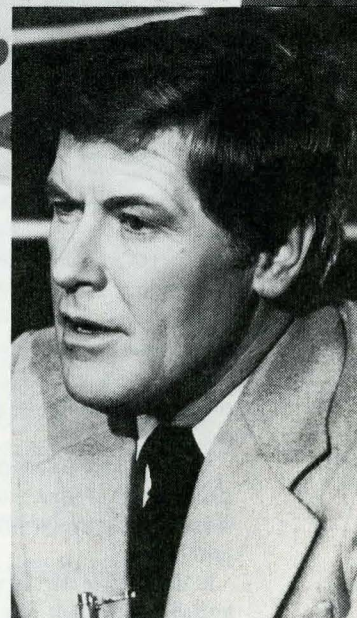
The course was launched in February and it attracted more than 10,000 applicants — many more than they were equipped to enrol. As a result, the course was scheduled again for May and September. At a basic cost of \$59, the course consists of 12 half-hour shows, with plenty of back-up print materials. Community colleges around the province released their microcomputers to students.

The students enter into correspondence with TVO's central computer by transmitting in questions and assignments which the computer answers or marks, then transmits back.

The central computer retains a profile on each student, and can be a stern schoolmarm. "I was up in Ottawa recently," McManus says, "and a woman taking the course told me the computer



Educational television has to be kept stimulating. The clock can't stop when you turn the dial from popular to educational stations.



sent her a note saying she had not set aside enough time for study.

"It looks like we were right on time with the computer series. People really want to learn. I once read a survey saying that 70 percent of people in Ontario are, or were once, involved with part-time learning." In March, the Ontario Ministry of Education asked TVO to help develop and distribute education software to the school system.

Computer literacy will figure prominently in two other McManus-produced series, one on the future of work, the other on how to run a small business. He says he hopes one day to create university credit courses that combine television and print.

"Educational television has to be kept stimulating," says McManus. "In a sense, it has to remain faithful to television standards of pacing and setting. The clock can't stop when you turn the dial from popular to educational stations."

Mike McManus was raised only a few blocks from Loyola. As a student he was involved in just about everything from dramatics to varsity hockey, debating and the News. "I have excellent memories of Loyola," he says. "But I've only been back to the campus two or three times in 30 years."

In 1957 he was ordained a priest but won't discuss it or his reasons for leaving the church after 13 years. He's married now, and has a five-year-old son.

In the late '60s he worked in the newsroom at Toronto radio station CFRB, then moved in 1970 to the fledgling TVO as host for a series on world religions.

After 13 years on both sides of the camera, he remembers his stint on *Journeys in Time* most fondly. The twelve half-hour episodes explored the lives of nine well-known Canadians from childhood, through their teens, first loves and marriage, to the present. Among others, he interviewed Margaret Laurence, Bette Stephenson (Ontario's then Minister of Education), cartoonist Ben Wicks, and Charles Templeton.

"It was a remarkable experience," he says wistfully. "There was a freshness, a realness, and an honesty that is very hard to get in television, which can be a very superficial medium."

"All of us were affected by it, even the crew, and we would discuss the interviews long after they were completed. It was the first time I really got to know people through television."

Inside Concordia

A research supplement
to THE THURSDAY REPORT and
CONCORDIA UNIVERSITY MAGAZINE

Is the state beyond our control?

*A sociologist says
it might well be*

Nikita Khrushchev once told the west: "We will bury you." But according to Concordia sociology professor Szymon Chodak, the west could well be burying itself under the crushing weight of the state.

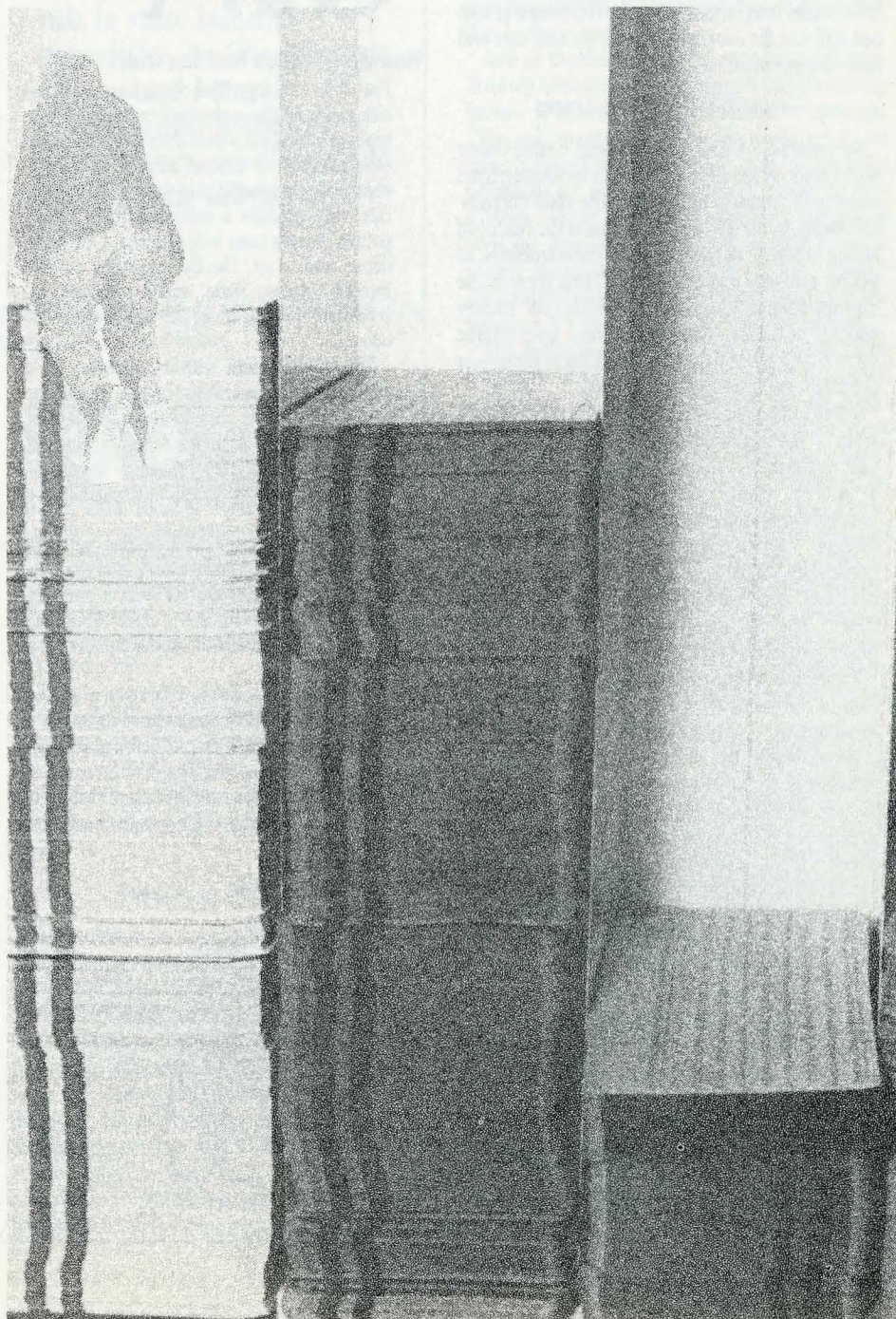
"De Tocqueville, Max Weber and other writers viewed the tendency that I describe as etatization as a drive towards civilizational abyss," writes Chodak in the prestigious annual *Research In Social Movements, Conflicts and Change*.

"Contemporary writers," Chodak continues, "see it as a growing calamity; according to some it is engendered by monopoly capitalism, according to others — by state-loving liberals. It can be viewed as a genie released from the bottle over which one has no control. No one knows that word of command that will force the genie back into the bottle."

The whys and wherefores of etatization — or state domination — has been the focus of Chodak's study for several years now. Drawing from many sources, he looks at western economies from the vantage point of a sociologist. He paints with a big brush, and while the view is of necessity a general one, it draws from known facts and widely accepted, if often conflicting opinions, showing us where we are and how we came to be there. Chodak has no definite view of the future, but he doubts the increasing role of the state in the affairs of western man can be easily stopped, much less reversed.

This concern is also the focus of his course, Comparative Social Systems in Sociology in which students examine industrialized societies and economic systems. "My students pose questions that develop issues. They are highly intelligent and understand the issues, and in a very real

Continued ►



Jean Claude Basire Illustrations this section: David Rosen

► Continued

sense, help define them," he said in a recent interview.

One interesting point is that Chodak sees Canada closer to the Western European model than he does to the United States. "In Canada, there is a much greater level of direct state participation in the economy than there is in the States," he says.

He cited the acquisition of holding in Dome Petroleum and Petro Canada as prime examples — not to mention the longstanding state ownership of Air Canada and Canadian National.

That's not to say that American state participation in the market is absent. "The American government does not attempt to make money — it collects taxes. But through the use of direct and indirect regulation, the once free market has been replaced by a market that operates in the way the state wants it to operate. But the difference is that one still has the market economy on one side and state management on the other."

GRABBING WINNERS AND LOSERS

By contrast, Western Europe and Canada have direct state ownership. It varies in technique from country to country, but usually the state corporation began in one of two ways. One is the rescue of failing industry, as evidenced by the acquisition of British railways and coal fields. Then there is the expropriation of profitable industries for money making purposes, such as the take over of the French defence industry and banking system — or Quebec's monopoly on liquor sales.

What's important is that state ownership doesn't work — not if profitability is the standard of success. Chodak says that's because profitability isn't a priority. Social needs, often depending on unemployment levels and the proximity of an election, play a greater role in state industry operations. As Chodak says: "If you and I start a company and it doesn't make money, we close down. But the state doesn't do that. It has priorities beyond profit."

Three issues arise in the quantum leap of etatization in the years after World War II. One is the breakdown of once dominant traditional industries such as railways, coal or asbestos. Another is the rapid growth in the public welfare system giving the poor and the less powerful greater voice and more political clout. And finally, there is the breakdown of the family and the surrender of its traditional functions to state agencies.

Whatever socialists might say, Chodak points out that the world we live in today is a far cry from that of the naked 19th century capitalism in which the rich became spectacularly rich and the poor simply went to the wall. But Chodak sees this as a simple necessity of the time. "In the 19th century, they could not afford to have people work only eight hours a day. If government had introduced such a measure, industry would have collapsed. But as technology was introduced, the eight-hour day became viable."

When Chodak looks at today's expensive health and social problems or heavily staffed state cor-

porations, he is not judging the intrinsic worth of these developments. Boiling it down to a personal level, he says: "Let's say someone is making \$40,000 a year, but he started off at \$13,000. Let's say he plotted the growth of his income over a 15 year period from \$15,000 to \$20,000 to \$25,000 and to \$30,000 and \$40,000. So his standard of living was improving at a constant rate. In 10 years, he figures he will get \$55,000 or \$60,000.

"So he buys a big new car, introduces great improvements to his house based on that expectation. Then there is a recession and his income is

stalled or even reduced. But he still must pay for the house and the car. In a sense that's what's happening to countries in the west. It's not that these improvements are wrong. It's simply a case of not being able to afford them right now."

All this may seem obvious, and indeed President Reagan and Prime Minister Thatcher and Chancellor Kohl have tried to make this point. But rising expectations and a childlike belief in a bottomless cookie jar have led electorates to vote for whatever party offers them more. Chodak has little faith in what Dalton Camp called a "creeping maturity" in the electorate. He sees postwar history as little more than a simple oscillation of left of centre governments initiating further etatization, punctuated by brief sessions of right of centre governments arresting it, only to lose power to leftists who recommence the march towards state domination.

"Conservatives," he says, "have failed to come up with a coherent program to counter the programs of the left of centre parties."

He cites the failure of Thatcher and Reagan to make the U-turn from the lemming-like rush to greater state control or to significantly cut public spending. So far, these attempts to transfer funds from left of centre policies to right of centre policies have only added to overall government spending, he says. And with unemployment at high levels, Chodak sees right of centre governments continuing to face the problem of extending their lives beyond a single term as voters continually opt for the government trough after an all too bracing stint in the sharp winds of the free market.

VALUES BLURRED

In his paper, Chodak examines the western electorate: "Western societies can be classified as liberal etatists, conservatives, rejectionist cultural radicals and narcissists. Yet in daily practice, the lines of such divisions are blurred. Many of the individuals are motivated by a mixture of value orientations. They have become extremely egotistical and even narcissistic in certain regards. Yet they also expect the state to resolve their problems and especially to relieve them of making decisions and choices when too many options are available. They even expect the state to reduce the omnipresence of the state itself. In still other striving, they would like to simultaneously restore many features of traditional ways of life.

"Some long for a return to community but do not wish to give up any freedom acquired outside community control. Others would like to preserve capitalism, but, of course, without poverty, unemployment and excessive competition. They want freedom to choose, but they do not want to be bothered with the constant necessity of making choices. They are sincerely concerned with the fate of the deprived and express support for equity, but even more are concerned with their own selves."

Conservatives stand apart from this view, says Chodak: "Those who adhere to conservative values in the '80s, believe that government has too

Q & A

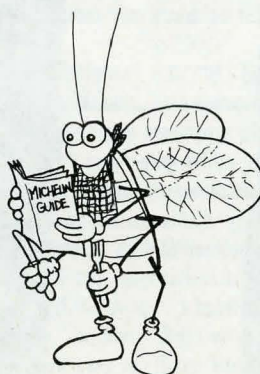
How do fruitflies find the fruit?

Paul Albert, Biology: The odour from an apple tree and from the apple itself contains various types of chemicals which attract the insect. In most plants, it is turpene. Some of the odour chemicals are specific to certain trees — apple trees will produce a certain complex odour pattern, maple trees will produce a different odour, and so on. The fly recognizes the difference between these, and it responds immediately to the odour or the mixture of odours.

The fruitfly smells with its antennae. As it gets nearer and nearer to the tree, the odour gets more intense; they follow a gradient of odour to the tree. A lot of insects also respond to colour, such as green foliage, or the colour of the apple, which serves to strengthen the attraction.

The fruitfly doesn't really bother the apple in the tree. They usually attack fruit that has been removed from the tree and is partially decaying. Table fruit, if you leave it out long enough, will be attacked no matter what you do.

Fruitflies, in general, are attracted to a wide variety of fruit. They have no preference for a particular host. However, if you had six host odours, and you gave the insect a choice, it may pick one with a combination of chemicals it prefers. But, that doesn't mean it won't go to the others.



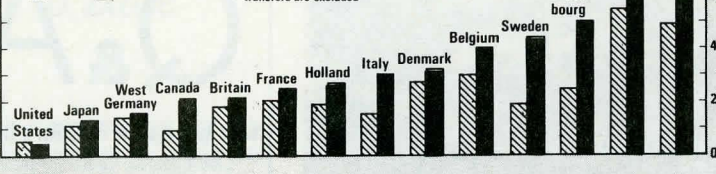
Feeding the lame ducks

Public subsidies* to enterprises

as % of gdp

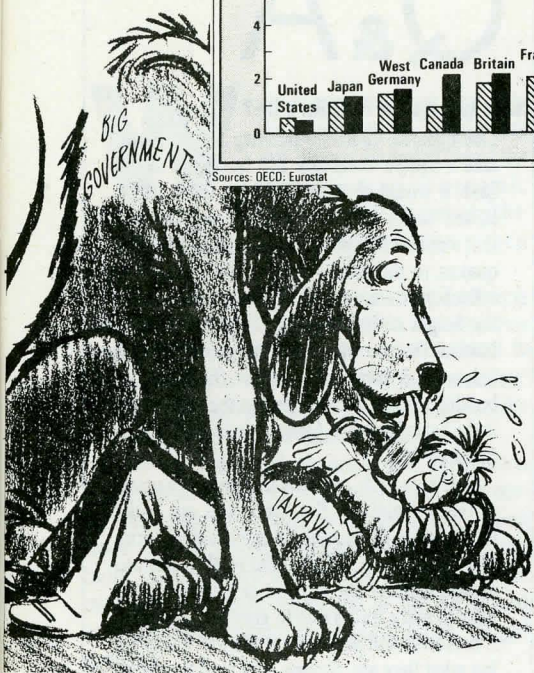
1970 1980

* All grants on current account made to private and public industries; capital transfers are excluded



Sources: OECD; Eurostat

The Economist Newspaper Ltd.



"The more I feed him, the bigger he gets."

Canada leads the world: Canada more than doubled its public spending in 10 years, like Sweden and Luxembourg; one result — Canadair's recently announced losses of \$1.4 Billion.

much power, exercises too many functions, and collects too many taxes. They see it as the cause of many ills in society, particularly of inflation, bureaucratic waste and parasitism. They want the government to collect fewer taxes and provide less services, and thus make the individual more responsible for his or her own affairs."

Szymon Chodak: After everything is nationalized, Orwellian justifications of deficiencies.



Social needs, often depending on unemployment levels and the proximity of an election, play a greater role in state industry operations. As Chodak says:

If you and I start a company and it doesn't make money, we close down. But the state doesn't do that.

Chodak feels the role of the family — or rather its lack of a role in recent decades — is a crucial factor overlooked in most literature on the growth of the state. "In the past, the family was the provider of social security — for the unemployed, the sick and the old. Now these problems are dumped on the state. Today, one can't rely on the family to perform these functions and the result is that the state has become a surrogate family with the major difference being that it provides no love and costs much more."

Chodak concedes that conservative governments under Reagan and Thatcher have attempted to re-introduce the idea of stronger families. "They are making people more aware of the problem, but they are not succeeding. I'm rather pessimistic about their chances of success," he says.

THERE'S NO GOING BACK

The problem, he says, is that the conservatives have fallen into a nostalgia trap, always harkening to a mythical age when father knew best, women knew their place and children were seen and not heard. But the facts are different. The elderly were taken care of by families, usually by women who were also taking care of five children. What's more the elderly were scarce, most having died of disease long before reaching senility.

Says Chodak: "You can't go back. Never in history has a society managed to go back. It's an impossible dream. The younger generation looks

at such moves with contempt. You see, the family is based on values that we all believe: You believe that you are married once in life and you have a life-long obligation." But divorce figures show how outdated that concept of the family is. "It's just not true anymore."

On one hand, he says, many seek a transvaluation in which faith in the family unit would be restored. But on the other hand, there are many more who see the safest route and often the more desirable route, is to continue depending on the state to provide the wherewithal to set them apart from tasks from which they are now free.

A separate, but related problem, is the growth of the underground economy which by actively evading taxation threatens the state's already weakened ability to provide the health and social services. This also leads the state to further taxation and/or external borrowing. It also involves an increasing growth in state regulation and intervention in the economy.

And as the dead hand of government stifles individual initiative and its failings become more apparent, it becomes more defensive to criticism. "We will eventually get to the point when we have nationalized everything and it becomes necessary for the government to justify its deficiencies simply by asserting that less and less is good for people. Less pay can be said to mean greater health because people eat less. Smaller apartments conserve fuel and bring families closer together. It's the sort of thing that can happen."

The Japanese experience with state intervention is unique, but Chodak doesn't think it has much application to North American or European economies. First, corporate Japan assumes many social welfare functions that are in state hands here. The government, in a very real sense, directs and co-ordinates industry, trade and commerce to a far greater extent than it does in North America or western Europe. But Japan is a nation with no natural resources. Raw materials must be imported, processed and tailored to the needs of world markets. The government is active in determining market opportunities and defining ways and means that enable national industrial output to meet shifting demands.

"The Japanese," he says, "must always be two steps ahead of the market. They are in a do or die situation. In Canada, this is not the case. We can rely on selling more and more of our natural resources. In Canada, we support a large number of people on social welfare. For some people here it is a better life if you don't have to do the work and you can get paid anyway. You don't have this in Japan. There you have a very disciplined society. They must get the raw materials and they must sell. So under these conditions they attain a higher level of efficiency. We do not have these conditions and therefore we do not."

Chodak concludes the interview on this bleak note. He confesses that he possesses no answers to the problem. He is a sociologist, neither a prophet nor a politician. His interest is not in saying how things should be — only how they are.

— CHRISTY McCORMICK



Helping a community reorder its agenda

The Vice Rector's Bulletin aroused ugly thoughts of glowering Indians besieging a northern beer parlor. What sparked this was the announcement of applied sociology professor Dick McDonald's paper: "A Community Development Intervention among the Mistassini Cree".

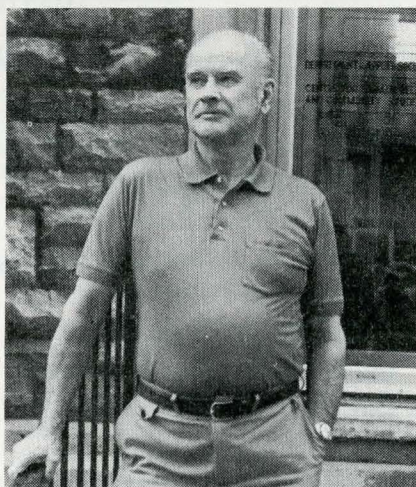
But the question the project raises yet again is — are Indians better left alone?

"No," says Professor McDonald when faced with the question. "I think it is very, very dramatic what community development has contributed. Before they were completely dependent and becoming even more dependent on the mines and the commercial activity in the area. There was a severe risk of their assimilation."

McDonald calls his work "community research", which means he helps Indians find out what they need to know. He, together with colleagues at Concordia and McGill, have been working since the mid-60s with the Mistassini Cree, a band of 5,000 on Lake Mistassini, southeast of James Bay.

"It's a matter of getting a group of people to identify the way in which they do things and ask, is that the way they really want it to be done," he says.

"For example, the questions asked by community development officers, related to their band council meetings. They would ask things like: 'I've been to three band council meetings so far, and I have yet to see an agenda item that was not on the agenda of the assistant superintendent of Indian Affairs, the Anglican priest, the Department of Indian Affairs or from Quebec City. I have yet to see an item that was put on the agenda by a member of the band. It's just an observation, but is that how you want it?'"



Dick McDonald with the Cree: Do you want to stay that way?

It was the sort of question that got discussion going among the Indians. "After that, things started to happen over a period of two years. There were band council meetings where none of these people was invited. The situation changed from where they were never dealing with a Cree agenda to where they were always dealing with a Cree agenda. If the Indian Affairs people were there, it was because they had been invited to attend."

McDonald said it went beyond that to the point where Indians — and not priests and officials — were handling negotiations with the outside world. "It was a very simple process of taking responsibility. Community development is a matter of asking people, 'Do you want to stay that way?'"

Part of the change from dependence to independence involved Indians taking control of resources. "There are people saying, 'Look at all the money that is going into their hands'. But with that money, they now have control over all their social services and education. They are developing an airline, which is a working proposition in the north."

But there are risks: "The money can be spent badly and not on development — but surely that can happen to any of us. The way I see it, these people have taken responsibility for their own lives. More money goes to the breweries in places like Kenora, where they have lost all hope, than in Mistassini where they haven't," McDonald says.

Q & A

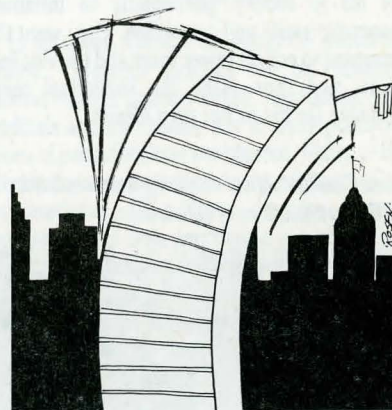
How tall can a building be?

Cedric Marsh, Centre for Building Studies: If you take a square, steel box 100 feet wide at the base, it would be 3,000 feet high when it collapsed under its own weight, roughly. But that's not taking into account winds, or earthquakes, or the like.

Each year we seem to set another record on the height of buildings — Chicago seems to hold all the records — and they are still well below the technical feasible limit for a building. The tallest building in the world now is the Sears Tower in Chicago, which is twelve hundred feet.

Limits, as such, can only be defined in terms of the restraints on the shape you can make the building. If you take a pyramidal form, you could go up almost indefinitely. You can always increase the amount of material at the base to carry forces due to gravity by making it narrower and narrower at the top. Costs being what they are, though, you tend to want a very narrow base and a very tall building, so a pyramid is not cost-effective in terms of space it occupies on the ground.

The cheapest buildings are concrete apartment blocks. Of course, they're not very high — you can go ten, fifteen, thirty stories with a



simple concrete structure. The limits here are usually economic because there is a cost to going higher. There is the basic time factor, and then you've got more and more elevators to put in. If you build a very high building, the ground floor is entirely occupied by elevators. These are limits to going high, but they're not structural limits; they become the mechanics of operating a very high building.

The tall building only came into fashion after Otis invented the elevator. Then, you got the New York skyline.

Something happens on the way to Zaire

Why does a machine that produces widgets in Canada turn out lemons abroad? One of the mysteries of economic development is that technology from industrialized countries often malfunctions when transplanted to the third world.

This wreckage of factories or capital projects that hobble along at half-speed after their builders have gone home stands as an embarrassment to agencies that pay for them, fodder for journalists' horror stories and a research project for Concordia economics professor Eckhard Siggel.

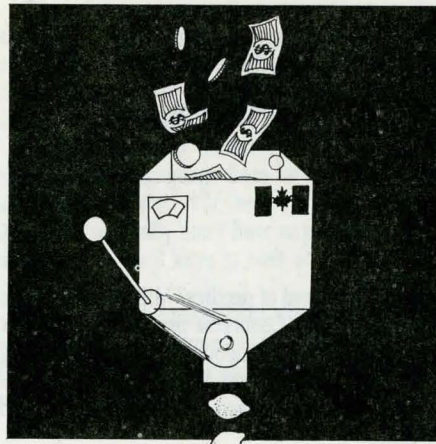
A former industrial engineer, the Berlin-born Siggel turned to development economics after roving the underdeveloped world as a tour group leader during his engineering studies. He covered India, China, Japan and Africa. "This travel got me more and more interested in the social and economic development of these countries," Siggel explains.

Africa became his focus as a continent rife with development projects that turned out to be lemons. A highly-automated bakery in Kinshasa, the capital of economically troubled Zaire, is one favourite example. Another is a soap factory in the hinterland of the former Belgian colony that he studied first-hand as part of his PhD thesis. "I hardly saw a machine run," he says. "There were bottlenecks all over the place and the factory had been running for years at 20 to 30 percent capacity."

The CBC's *Quarterly Report* offered more sad stories in a show aired last fall. Siggel, in fact, ordered a print to show his economics class. The program dealt with Canadian-funded development projects in Tanzania, including large-scale farms equipped with the latest Massey-Ferguson tractors and run by Saskatchewan farmers who conceded the Tanzanians would master the technology in 10 or 20 years at the earliest and maybe never.

Then there was the water filtration plant in Dar es Salaam that was not running properly. The program attributed the filtration plant's problems to several factors, and one of them is the core of Siggel's research program. "The Tanzanians did not receive enough training in running the plant," he said. Training is part of what development economists now consider crucial to successful transfer of technology, and Siggel wants to find out how to make sure it's not overlooked.

Siggel's project, funded with \$20,000 from the federal department of industry, trade and commerce, will look at the role Canadian consulting engineering firms play in transferring technology to developing countries. By examining the contracts of some of the approximately 100 firms do-



ing business abroad, and going to Africa for a first-hand look at the projects that resulted from them, he wants to find out what contract arrangements work out best for the recipient country.

Of course, he has his own ideas on what he calls "a perfect transfer of technology": one in which the customer country is left with the skills needed to run its purchase. "Arrangements are needed in which third-world technicians work very closely with technicians from the selling country," Siggel explains. "That's called 'learning by doing'."

But there's also a broader meaning to a successful transfer: what Siggel calls the "thorny issue" of adapting to the local conditions and needs of the receiving country. Like selling developing countries the appropriate technology: "it means that you don't sell that automated bakery to a country with unskilled workers out of jobs."

If the oversight that leads to these hobbled projects seems just too silly to be firmly entrenched, Siggel points out that the "traditional way of executing these projects is the turn-key method," which is the perfect method of leading to trouble.

"You build the factory, and run it in a week. Just as soon as the factory functions once, you show it to the government and push a button so it runs. Then, if the contract doesn't provide for more extensive management and training arrangements, your commitment is fulfilled."

"I've seen factories in Africa that functioned for a week like that and never afterwards," Siggel says.

Siggel says blame for misguided projects must be shared by both the consulting company and the third world countries. The company may be reluctant to stress training, he said, because "they sometimes think that if they train a lot of people over there, they provide the knowledge and these people will be the future competitors."

"That is in some sense true, because there are now consulting firms in countries like Brazil and South Korea that compete against them in international markets," he says.

But Siggel calls this "an apparent conflict more than a real one and the more illuminated managers know that". He mentions Lavalin and CP Consulting as two companies already stressing training programs in their contracts. He hopes his

research project will demonstrate that transferring technology is in the interests of all consulting companies.

"My focus is to show it's a two-way street. By helping developing countries improve their technological capabilities, we are serving our own purposes because we remain ahead by gaining experience. Firms that use more economic analysis and are concerned that the project is socially beneficial to the receiving country are going through a learning experience that increases their saleability," he says.

"Governments [on the receiving end] should know better, but they often have incomplete social and economic development planning and do not choose the most appropriate technology." Faced with a customer determined to be wrong, a Canadian company that argued against it would risk simply losing a contract.

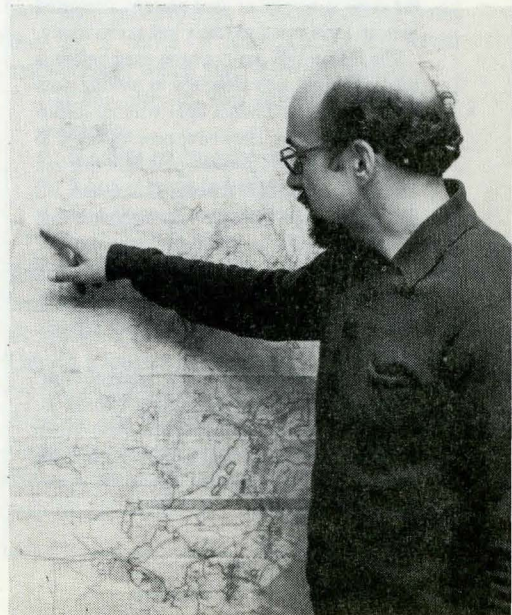
Money, or the lack of it, also plays a role. "Governments do not always reflect the best social interests of their country, and even if they are informed, one reason for not insisting on the right package is that they often don't pay for it. They don't look a gift horse in the mouth as long as they can get the project," Siggel says. They're reluctant to ask for the extras.

Siggel's work, so far, is limited to setting his terms of reference and preparing questionnaires to send to the Canadian consulting firms doing business abroad. He hopes the companies will openly discuss their contract arrangement for projects, and, when circumstances permit, he will travel to Africa to see how these projects turned out.

Siggel admits his approach to the question is "slightly different" from the usual approach of a Canadian study, which normally asks how our consulting companies can be better used as the marketing arm of the export industry. "I'm more interested in the interests of the receiving country, which is to enhance their technical abilities."

— PETER LENEY

Eckhard Siggel: You should have seen the bakery.



Q&A

Will wire ever disappear?

Andreas Antoniou, Electrical Engineering: The basic need for the wire is to keep people plugged to each other without interference by a third party. There is no breakthrough in that area lately.

However, there is the development of the glass fibre. If you go underground now, you see masses and masses of copper. It's getting increasingly difficult to put in telephone connections because first of all, you have to install more cables and there is no more room. One copper line will service two people, but with one glass fibre, you can service 10, maybe



100, depending on the type of equipment you put at either end.

Glass fibres are like thin string. Transporting voice from one end of the glass fibre to the other involves converting your voice into light pulsations. What happens now when you talk through a cable is that your voice heats up the copper, so a lot of your voice is dissipated in heat. Light is not as easily lost as electricity.

The reason this has not been used before is that there has been difficulty in making glass pure enough to conduct light without diffusing it on the way. They have now managed to make glass so pure you can pass light through 10 miles of it without it being diminished. It's like passing light through a glass window that is 10 miles thick.

Glass is made of silicon, and there is a lot of it around. It's not as expensive as copper, which is becoming more and more of a rare metal.

But power transmission is a different thing. When we talk about transmitting a voice, we are talking about a millionth of a watt. When you see power lines, each one is transmitting millions of watts. It's not likely the power lines will disappear.

Coping strategies for needlephobiacs

Scared of needles? Millions are. That's why Concordia psychology professor Danny Kaloupek has produced a study called Multiple Assessment of Coping Strategies Used by Volunteer Blood Donors.

It's a serious problem. "There are a lot of people who find themselves in such a state of trauma that they won't go for medical treatment," he says.

Kaloupek has studied 130 blood donors in the last two years at Red Cross clinics at Sir George and Loyola. Sixty percent, he finds, use the best strategy when confronted by a needle — they think of something else. "They think about classes or work or what they plan to do that night," he says. "They tend to rate themselves as being less anxious, and observers and nurses rate them as less anxious too. There is work to show their heart rate is less."

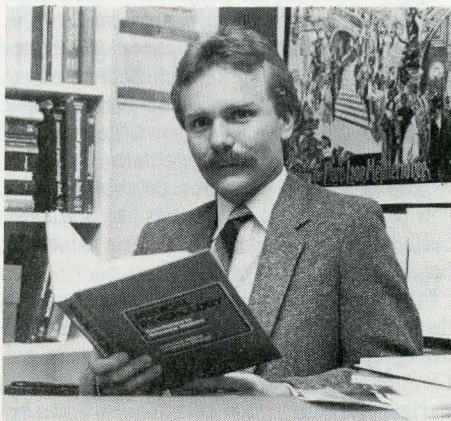
His method involves interviewing donors on their reactions to the situation before and after the needle.

"There are other people who adopt what we call a behavioral strategy," he says. "It's a lot like worrying. These are people who focus on the detail of what is happening to them. They get caught up in the situation and their reaction to it. They tend to say things like 'I'm watching the person over there and he doesn't look too good' or 'I'm watching the nurses'. Frequently, they say they are upset."

An interesting discovery is that the best strategy — mental distraction — runs counter to conventional psychological wisdom in coping with unpleasant situations.

"It's interesting," says Kaloupek, "because there are other situations where it is very adaptive

Danny Kaloupek: Going against the orthodoxy, and thinking about something, anything, else.



to be direct in order to take control of situations. But in this particular case, and perhaps in other medical situations, when you don't have much alternative to do anything active and direct, you may be better off to distract yourself."

Not only is his work important to people trying to cope with needles, Kaloupek's research also has a bearing on recruiting non-paid blood donors. "It's really advantageous to help people because if they are more comfortable with the procedures, they are more likely to do it again — and encourage others," he says.

His next study will be actively therapeutic. "We are going to take first-time blood donors and train them in advance, using progressive relaxation and guided imagery. Progressive relaxation is a structured procedure where you train somebody to tense and release muscles so that the muscles can become relaxed. Guided imagery is really thinking about pleasant scenes and experiences in your life and training people to take their thoughts away from what is happening," he says.

Kaloupek hopes that a standard teachable strategy can be devised to help people cope with an experience that occurs many times in life — and in doing so, help people help each other.

Minority kids tend to be more outgoing

Children within minority groups — French or English — are more outgoing toward the majority language group, according to a recent Concordia study. After studying several groups of French and English preschool kids, Concordia psychologist Anne Beth Doyle found that children from the majority language group within a mixed daycare setting tended to stick to their own language group — more than the minority children did.

Doyle's study also fleshed out popular beliefs about cultural trends with empirical evidence. For example, the study confirms that preschoolers in linguistically mixed daycare centres tend to segregate along language lines. "They tend to confine their friendship choices within their own language group, and when they were doing so, tended to speak their own language — even though it was not the language of the school," Doyle explains.

Doyle's two-year study examined children in two French and three English daycare centres, working with 47 children the first year and 64 the next. Her work culminated in a chapter called Friends, Acquaintances & Strangers: The Influence of Familiarity and Ethno-Linguistic Background on Social Interaction, which appears in *Peer Relationship and Social Skills in Childhood*,



edited by K.H. Rubin and H.S. Ross and published by Springer, Verlag, New York.

The study also found that fluency had little to do with the degree to which French and English kids played together. "Some kids were very willing to cross cultural lines even though they weren't particularly fluent in the language. They would play with other language children and talk to them while they were playing," she says.

"The kids who played a lot were apt to speak a lot, and it didn't matter how good they were in the language," she says. "The most fluent kid wasn't the one who played the most with the other language group children."

Methods of study changed over the two-year period. "We watched them at free play and made note of who played with whom. We gave them a picture sociometric task, where we showed them pictures of all the children in their class, and then we asked them to pick a child with whom they would most like to play."

Doyle is in the midst of determining why the children segregate, though her findings are not firm enough to report. "The first obvious question is — are these kids segregated because of the communication barrier? Is it because they don't have the language skills to talk together?"

She has been examining the motivation of children who do cross the linguistic fence. "It's a picture measure showing children doing different things with an accompanying audio tape on which we have the children speaking French and English," she says.

Anna Beth Doyle: Detecting distinctions between minorities and majorities.



"The child can choose who he would like to play with. One child speaks the other language and has an attractive toy, while another would speak his own language and not have an attractive toy," she says.

"So here we get a measure of preference for choosing along language lines or choosing along preferred activities. We have just started this study, but we really don't have any answers yet," she says. That will have to wait at least until the fall.

Another fact to emerge from the study was that there were no differences in rating the French and English groups. "What can be said of one, can be said of the other."

— PAUL MEATH

Q & A

Why do we get giddy when we drink?

Zalman Amit, Psychology: Anytime we are placed in a position where we have to break cultural or personal conduct boundaries, inhibitions prevent us from doing it. Alcohol has the tendency to release these inhibitions. In all likelihood, it does this by inhibiting the infratemporal lobe of the brain, which is the



part of the brain most closely associated with controlling emotional behaviour. Other parts of the brain then become released from this control, and you 'let go'.

The effect of alcohol as a drug on the brain is only from the pure alcohol within an alcoholic beverage. Obviously, if you drink hard liquor, there's more alcohol in it than in wine. The effect depends on the amount and the speed with which it reaches the brain. And also by your stomach loading. When the stomach is full, the alcohol gets mixed with all other substances and gets diluted. The drunkenness, the giddiness, comes from the alcohol itself. The dizziness has more to do with the effect alcohol has on the balance apparatus, which is mostly in our ear.

Getting sick doesn't depend on the alcohol; it depends on the other substances — the additives. The more other stuff there is, the more chances of getting sick and nauseous.



TOPICS/ Bicultural predictions

Updating Mr. Oughtred on the French demise

In May, Vice Rector, Academic Russell Breen addressed the Toronto chapter of Concordia alumni, adapting a speech he made earlier at a meeting of the St. James Literary Society in Montreal. In the following excerpt, he recalls a speech made in 1904 by Montreal lawyer A.R. Oughtred, one of the society's first guest speakers. Breen reviews Oughtred's predictions about the demise of French culture 50 years into the future, and dares to make his own predictions about what Quebec will be like 50 years from now.

Within what sociological context did Mr. Oughtred deliver his conference 80 years ago? Montreal was a city of approximately 200,000, about 60 percent of French origin. And most of the remaining 40 percent were of English, Irish or Scottish origins, and the two language groups were sufficiently close in numbers, that the position of Mayor alternated: two years for a francophone, followed by a two-year term for an anglophone.

What would an English speaking Quebecer of "British" origin have to say on the "French and English in Canada" in 1904? I quote a few passages which best summarize his position: "I have been endeavouring to make clear my position by a series of statements, with some amplification, which I will now summarize:

- "1. The use of two official languages is expensive.
2. Is a drag on business and prosperity.
3. It is a menace to unity.
4. It is destructive of national life.

"For my part," he continued, "I believe that the first result is as certain as the passing of time. The French race as a race, and the French language as an official language must certainly pass away in Canada. It will not be in blood as French dominion on this continent passed away on the Plains of Abraham, but with the full consent of the French Canadians who will eventually realize and accept the inevitable. It does not matter what our political future may be."

Continued ►

► Continued

He concluded his talk with the following: "Some of you may be on this planet fifty years hence, and may, possibly in some musing on the past, call to mind my prediction that the population of this Dominion will be 50,000,000 speaking English, the dominant language of the world, and will find it no longer prediction but fact. Bliss were it in that day to be alive, to be young were very heaven."

Were Mr. Oughtred to return to the Montreal of today, not 50 years later but 80 years later, he would find a reality which he would not have thought possible in his time.

After his speech, until 1914, there was the beginning of a significant change in establishing the eventual make-up of Montreal's population. The city had received its first wave of immigrants from sources other than France, the British Isles and the United States: tens of thousands of Jews fleeing their Russian homeland. At the beginning of this century, there were just over 7,000 Jews in Montreal; by 1911, their number had risen to 29,000, six percent of the population.

By that same year, the City of Montreal had expanded through annexation of neighboring municipalities and its population had jumped to over 470,000 in 1911. Since most of the areas annexed were predominantly French, the "British" element had dropped to only 26 percent of the total, while the French had risen to 64 percent. From 1914 on, there was no question that the French were in complete control, politically. Also to become a permanent feature was the presence of a significant number of persons of origins other than French and British.

More recently, at the 1971 census, 66.3 percent of Montreal's population was francophone, and only 16 percent were of English, Irish or Scottish origins. Most of the other anglophones were immigrants of other origins who had been more or less assimilated into the anglophone culture.

Mr. Oughtred lived in a changing society in 1904, but he was not aware of its significance, and he consequently made a prediction which has not stood the test of time.

Statistics Canada has shown that the 1981 census revealed the fact that the population of Quebec was 82.4 percent French and that of Metropolitan Montreal had increased to 68.5 percent. The registration of pupils in English language grammar schools and high schools of Greater Montreal has decreased in the nine year period from 1971 to 1979 from 146,682 to 101,184, and the forecast is such that the decline will continue at least to 1989 when the population in anglophone schools of Metropolitan Montreal will be at most one-half what it was in 1970. Up to the present, the immigrants from other countries have been assimilated into the anglophone stream. After the passage of Bill 101, we can expect that future immigrants will be identified with the francophone language and culture.

Of the total university population in the four Montreal universities of 84,810 students, 44 percent are in our two anglophone universities. When Mr. Oughtred gave his speech in 1904, McGill University was almost totally anglophone and more specifically, of "British" origin. In 1965, the total number of students at McGill University whose mother tongue was English had dropped to 73.6 percent whereas the francophone population there had increased to 4.8 percent. From 1965 to 1983, McGill's student population whose mother tongue was English decreased to 58.7 percent whereas the francophone population had increased to 21.2 percent.

At Concordia there has been a similar decline in the number of students whose mother tongue is English — 64 percent, and a similar increase in the number of students whose mother tongue is French — 17.2 percent.

The two French universities have not been as successful in attracting students whose mother tongue is English. At l'Université de Montréal last

year, only three percent declared their mother tongue as English, — and, at that, the figure is higher than that at l'Université du Québec à Montréal.

At present, only half the student population of the English universities are English-speaking Quebecers, a sharp contrast to the situation which prevailed at the end of the last century.

Last year, there were 4,074 international students at universities in Montreal, 72 percent of them at Concordia and McGill, the balance at Montreal's French universities. With the increase in tuition fees for international students, requiring them to pay 60 percent of the real costs — approximately \$4500 a year (compared with \$500 for a Canadian student) — the number of international students is steadily declining at Concordia.

All of this leads to the situation where the anglophone population of Quebec — so secure at the beginning of this century, is now feeling a tremendous insecurity, while the francophone population, who were so insecure at the end of the century, have every reason to feel much more certain of the long term survival of their language and culture.

Success in building the Quebec of tomorrow must be based upon realistic premises. First, some form of Bill 101 will continue to be applied in Quebec for the foreseeable future. Secondly, the younger generation of anglophones in Quebec will be bilingual. This will be the result of a larger number of parents sending their children to French schools and CEGEPs. More students will probably pursue their first cycle studies in French universities.

Anglophone primary and secondary schools will be smaller but also more effective in producing graduates with a greater command of French.

Thirdly, our two anglophone universities, although smaller, will have an important role to play in the Montreal of tomorrow. For the French, they shall be the window opening up the English world of North America and for the English and the international student, they shall be the window revealing the French world of the Québécois.

Fourthly, the two anglophone universities will have to avoid any unnecessary duplication of services because the Quebec economy will require it. The difference between our two anglophone universities will now be in their philosophy of education, expressed in their curriculum. This collaboration, long overdue, is a necessary step to work in cooperation with francophone institutions, the better to build the Quebec of tomorrow.

Quebec in 50 years time, based on the increases of the past decade, will have nine million citizens, all of whom will be able to speak French. The anglophone minority, with their smaller but vibrant institutions, will play a significant role both in the province and in the rest of Canada.

I am confident my prediction will prove to be more accurate than Mr. Oughtred's forecast made in 1904.

Q & A

Where do crows go in winter?

Charles MacLeod, Biology: In the summertime, you find crows in North America right up to the tree line. In the winter, the northern population pulls back to roughly the 49th parallel. So, you still find some crows in wintertime.

You can see them around Montreal. They're not numerous, although they do get more numerous in the spring. The place you're likely to find them in the wintertime is near garbage dumps.

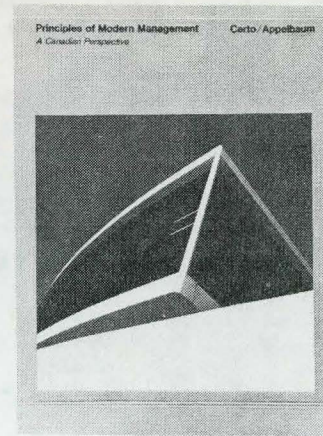
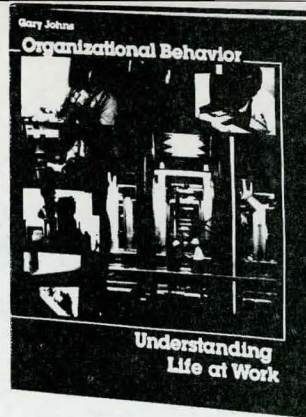
The crow was one of the birds used by Dr. Rowan of Alberta when he studied what induces animals to migrate. Rowan concluded it was light: when the days start to get short, birds move south, and when the days get long, they move north.

It's difficult for a bird to live in the north in the winter for lack of food. A few of them can do it but others can't. Crows don't have a migration pattern like the smaller birds do. They roost in groups throughout the year, so they probably do go in groups, though you don't get mass migrations.



In Print

News of publishing and the published



Textbooks get down to business

CONCORDIA FACULTY have been making successful incursions into the world of textbook publishing. Two recent releases are from members of the Faculty of Commerce and Administration. Management professor Gary Johns has written the last word on organizational behaviour in *Organizational Behaviour/Understanding Life at Work*. The book brims with scads of information on how people work in organizations and how organizations, in turn, work on people.

The discipline of organizational behaviour involves the science of understanding, predicting and controlling events in group situations, among other things, and the book, published by Scott, Foresman and Company of Glenview, Ill. treats the subject in an engaging style.

"First, I wished to convey the genuine excitement inherent in the subject of organizational behaviour," writes Johns in his preface. "Second, I wanted the presentation of material to have both academic and practical integrity, acknowledging the debt of the field to both behavioural science research and organizational practice."

Johns starts off each chapter with a vignette about an issue or problem in a work situation, serving as a reference point for the material that follows.

One of the five case studies at the back of the book concerns a dilemma in Canada's 801st Air Transport unit that served with the United Nations Emergency Force in the Middle East. A new commanding officer (CO) has arrived to discover the unit, in compensation for the miserable desert working conditions, has been allowed to establish its own irregular (and very off regulation) leave, dress and living arrangements. The case, prepared by Concordia's John Goodwin, ends ominously:

"Rusty Hanson's (the new CO) innermost desire was to have his first command appraised as highly successful." A promotion depended on it. "Hanson wondered what he should do about the curious practices at the 801st."

Whatever the right course might be, the answer won't be found in a neat paragraph elsewhere in the book. As Gary Johns warns early on, "This is not a cookbook of organizational behaviour, because such a book cannot be written. You will not find formulas to improve performance or job satisfaction with one cup of leadership style and two cups of group dynamics." For many of the problems discussed, like the situation with the 801st, the answer will be a qualified "It depends," the author says.

In this respect, Rusty seems well advised here. His course of action should depend on how well the 801st has worked as a resourceful air transport unit. Failing that, he should go out and buy Gary Johns' book — and read it very carefully.

Steven Applebaum, recently appointed dean of the Faculty of Commerce and Administration, collaborated with Indiana State University's Samuel Certo in producing a new, Canadianized version of the acclaimed standard in management studies. *Principles of Modern Management: A Canadian Perspective*, in this respect, offers sketches of home grown organizations such as the Canadian Labour Congress (CLC) and case studies of Mitel, Labatt and Bata Shoe Corporation.

The authors certainly aren't slouches when it comes to making the book relevant for students here. Legislation, both federal and provincial, comes into play as cases are examined in various areas, including employment opportunities, environmental contracts, health and safety and minority employment.

Principles also looks at timely topics such as women in management and strategic planning. On the subject of women, the book cites one case at Warner-Lambert Canada, a Toronto firm that produces pharmaceutical and confectionary products.

The case traces how the firm sought out an insurer that would offer maternity leave benefits for single mothers. In 1963, this sort of thing was little short of outrageous, but the firm did manage to find an insurance company that would provide the service, despite cries of "Immoral!" from a host of different companies.

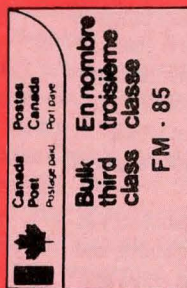
One thing quickly led to another, after Warner-Lambert's initial foray in the world of modernized insurance schemes, and that same year — 1963 — it declared itself to be an equal opportunity employer. By 1975, it had rooted out all impediments to women advancing through the company. The text explores how these new policies were implemented.

Certo and Applebaum study a variety of other cases both here and in the United States.

The book, published by William C. Brown Company of Dubuque, Iowa, should be well received if it matches the kind of distribution its earlier edition had. That version was required reading in colleges and universities from coast to coast. Students and laymen alike would know a lot more about Canada's corporate ways for reading its successor.

Port de retour garanti par
Return postage guaranteed by

Concordia University
1455 de Maisonneuve Blvd. West
Montreal, Quebec
H3G 1M8



Have you anything to declare?

Do you have any news — marriage, a birth, a move or an appointment — that you would like to share with fellow grads? If you have, please write us a note, or use the form below, and send it to your alumni office (addresses p. 15). We will publish your information in a coming issue.

And if you have any news of fellow alumni, please pass that along too. Or, better still, get them to tell us. To get you going, some questions appear below.

Name _____ Campus/Yr./Fac. _____

Address _____

Family developments

Grads you've come across (and their news)

Work history

Any special comments

Change of Address (please attach old mail label to your new address)